

# Department of Health and Family Services



## **Affirmative Action/ Equal Employment Opportunity Plan**

November 1, 2004 – June 30, 2006

**DEPARTMENT OF HEALTH AND FAMILY SERVICES**  
**EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION PLAN**  
**NOVEMBER 1, 2004 – JUNE 30, 2006**

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Secretary

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Date

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## **Introduction**

The Department of Health and Family Services (DHFS) is required by Ch. 230, Wis. Stats., and federal regulations applicable to agencies that operate programs that receive federal financial assistance, to develop and implement an affirmative action and equal employment opportunity (AA/EEO) plan. This plan fulfills that requirement. Its intent is to assist in ensuring equal employment opportunities and eliminating the present effects of past discrimination against racial/ethnic minorities, women, and persons with disabilities.

This Plan is in accordance with the standards established by the State of Wisconsin, Office of State Employment Relations' (OSER) Policy and Procedure Standards for Agency Affirmative Action Plan/Equal Employment Opportunity Plan for the planning period of November 1, 2004 to June 30, 2006. Affirmative Action objectives and initiatives are based on OSER's underutilization analysis data and information. This particular planning period is unusual because of current efforts to reduce the number of state positions. Fewer vacancies and the need to place "at risk" and laid off employees has limited recruitment opportunities and affected DHFS' ability to conduct affirmative action recruitment that would noticeably impact target group representation. DHFS will use every opportunity to recruit and hire using the approved AA Plan as guidelines. Department and Division/Institution initiatives also address DHFS' retention of a balanced qualified workforce that is culturally competent in serving the populations eligible for DHFS programs, services, and benefits.

The DHFS AA/EEO Plan is accessible at the DHFS Intranet website <http://dhfswb/hr/index.htm> or it can be made available upon request in alternate formats such as in large print or on tape for persons with visual impairments. Interested individuals should contact:

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## SECTION I

### POLICY STATEMENTS AND DISSEMINATION

This section contains the Department of Health and Family Services (DHFS) policy statements on Affirmative Action (AA) and Equal Employment Opportunity (EEO).<sup>1</sup> They reflect federal and state law requirements and the Office of State Employment Relations' (OSER) Policy and Procedure Standards for Agency Affirmative Action/Equal Employment Opportunity Plans, November 1, 2004 to June 30, 2006.

These policies are included in the DHFS Administrative Directives, the *Supervisor's Manual* and the *Employee Handbook*. All AA/EEO regulations, guidelines, and initiatives are referenced in the DHFS Supervisor's Development Training Program and the New Employee Orientation Program. These policies are accessible at <http://dhfswweb/hr/index.htm>.

The Department uses the following methods to communicate the AA and EEO policies to all employees, applicants, and consumers:

1. The DHFS home page, <http://dhfswweb/>, contains the following AA/EEO Administrative Directives:
  - AD 31.8—Equal Employment and Affirmative Action Policy signed by the Secretary
  - AD 19.1—DHFS Affirmative Action/Civil Rights Compliance Office Responsibilities Under EEO Laws and Regulations
  - AD 57.5—Harassment Prevention Policy
  - AD 32.6—Employee Internal Administrative Inquiry Policy
  - AD 60.3—Reasonable Accommodation for Persons with Disabilities
2. The Secretary will discuss with her executive staff her commitment to AA and EEO, the intent of the policy, and the extent of their responsibility for effective implementation.
3. Division Administrators, Institution Directors, and Office Directors will discuss with their management staff the Secretary's commitment and their own commitment to AA and EEO, the intent of the policy, and the extent of their responsibility for effective implementation. Division management staff will communicate the policy to supervisors and Human Resources representatives, and assign responsibility for implementation.

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<sup>1</sup> Not included are policies regarding the Department's civil rights compliance responsibilities and obligations for non-discrimination in service delivery under Title VI of the Civil Rights Act of 1964 and ADA Title II.

4. Employee orientation and management/supervisory training programs at the department and division levels will include a discussion of the policy as well as employee and management responsibilities for implementation. Training will also include employment responsibilities under Title VII of the Civil Rights Act of 1964, the Americans with Disabilities Act of 1990, and the Wisconsin Fair Employment Act.
5. The policy will be included in written communication, such as Department, division, and institution newsletters and memos with cooperation from Division Administrators, Institution Directors, and Office Directors.
6. Department, division and institution publications will include articles covering AA and EEO programs, progress made in program initiatives, and promotions or other achievements of employees and clients who are racial/ethnic minorities, women and/or persons with disabilities.
7. The AA/EEO policies will be posted on personnel and other relevant bulletin boards in all locations.
8. The Department will communicate its AA/EEO programs in the *Employee Handbook*. Employees will be advised of the program's benefits and how program information can be obtained.
9. The Department will include the phrase, "An Equal Employment and Affirmative Action Employer," in all job announcements.
10. Articles in the DHFS newsletter FOCUS, published electronically every two weeks in the DHFS home page, will be written to record accomplishments in AA/EEO programs and initiatives. This home page is accessible to all DHFS employees.
11. The Department has procedures that allow all employees with disabilities to request an alternate form of the Plan.

## **SECTION II**

### **AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY POLICIES**

**1. Administrative Directive 31.8, Equal Employment and Affirmative Action Policy, signed by Helene Nelson, Secretary, includes:**

- a) A commitment to equal employment opportunity for all persons, regardless of race, creed, ancestry, religion, color, sex, national origin, age, disability, arrest or conviction record, marital status, political affiliation, sexual orientation or membership in the National Guard;
- b) a statement regarding affirmative action efforts for women, racial/ethnic minorities and persons with disabilities to ensure equal opportunity and to overcome the present effects of past discrimination;
- c) a reminder that retaliation against an employee who files a discrimination complaint is also a form of discrimination that is against the law and will not be tolerated by the agency; and
- d) a statement regarding an employee's request for an accommodation for religious practices.

**2. Administrative Directive 19.1, DHFS Affirmative Action/Civil Rights Compliance Office Responsibilities Under EEO Laws and Regulations:**

States that responsibility for the AA/EEO program is assigned to the Deputy Secretary; all management personnel share in the responsibility of the program and will be assigned specific tasks; and, AA/EEO progress is monitored, management performance in this program will be evaluated, and the performance of agency goals will be reviewed by the Secretary's Office.

**3. Administrative Directive 57.5, Harassment Prevention Policy:**

States that harassment by supervisors or co-workers on the basis of race, sex, national origin, age, disability, or other protected status is an unlawful employment practice prohibited by State and Federal law and the department; that harassment on the basis of any protected status in service delivery is also prohibited by the department; and that the agency's policy that every effort will be made to prevent and eliminate any form of prohibited harassment.

**4. Administrative Directive 23.6, Employee Internal Administrative Inquiry Policy:**

Describes the procedures to handle complaints alleging discrimination and/or harassment. The policy statement gives information regarding where these procedures are published, and identifies the contact person.



**5. Administrative Directive 60.3, Reasonable Accommodation for Persons with Disabilities:**

States that reasonable accommodations for persons with disabilities are provided to ensure equal access to employment and all benefits associated with employment.

**6. Supervisor's Manual, Chapter 202, Permanent Employment:**

Contains all the policies and procedures that reflect Action Affirmative/Equal Employment Opportunity principles that are interwoven into all employment practices including, but not limited to, recruiting, interviewing, hiring, transfers, promotions, training, compensation, benefits, layoffs, terminations, retention, certification, and testing.

Note: **Attachment A** contains all the Administrative Directives above.

<http://dhfsweb/Resources/Directives/Index.HTM>

**Attachment B** contains Chapter 202, DHFS Supervisors' Manual

<http://dhfsweb/hr/SupervisorManual/Chap202PermEmployment.htm>

## **SECTION III**

### **AFFIRMATIVE ACTION GOALS**

The Department of Health and Family Services is committed to the elimination of present effects of past discrimination. This commitment is expressed in the objective of attaining a workforce, which reflects the proportion of racial/ethnic minorities, women and persons with disabilities.

#### **I. Underutilization Analysis**

- A. Job Groups. The basic units for DHFS AA goals are job groups which cut across agency lines and include classifications having similar content, i.e., requiring similar skills, offering similar promotional opportunities, and having similar pay ranges. Changes in the assignment of classifications have been made during this AA Planning Period of November 1, 2004 to December 31, 2006. The list of current classifications under each job group is included in the statewide and regional underutilization lists, Attachment C.
- B. Underutilization. DHFS AA goal setting is based on a comparison of the percentage of those groups in the relevant labor pool. If the percentage in the relevant labor pool (less than 80%), the job group is underutilized for racial/ethnic minorities and women in that job group.
- C. Statewide vs. Regional. The relevant labor pool statistics are based on a statewide recruiting area for most of the 50 job groups. For 16 job groups, however, the relevant labor pool statistics are based on a regional recruiting area. Statewide job group underutilization is based on a comparison of the percentage of current employees statewide with the statewide relevant labor pool statistics. For the regional job groups, current employees in the region are compared to the relevant labor pool statistics for the region.

#### **II. Determination of Affirmative Action Goals**

The Department has an AA goal for each vacancy that occurs in an underutilized job group during the time period covered by this plan.

- A. Conditions for Affirmative Action Goals
  - 1. DHFS has AA goals for each job group that is underutilized for all state agencies. State employee workforce underutilization is determined by comparing all state employees (across all state agencies and universities) in a job group to the relevant labor pool for that job group.
  - 2. DHFS has additional goals for job groups that are underutilized for this agency. Our underutilization is determined by comparing agency employees in a job

group to the relevant pool for that job group. Job groups must have at least 30 employees in order for the underutilization analysis to have statistical validity.

3. DHFS has AA goals for job groups that are underutilized for divisions and other employing units in the agency.

#### **B. Division and Employing Unit AA Goals**

1. Division underutilization is determined by comparing division employees in a job group to the relevant labor pool for that job group. The “30 employee” rule also applied to the divisions.
2. The AA/CRC Office, with the technical assistance of OSER/DAA does division underutilization analysis.
3. Evaluation of progress for AA goals will be based on progress in each underutilized job group during the planning period, i.e., a higher percentage of members of the underutilized AA group at the end of the planning period than in the beginning. An analysis of each opportunity to hire during the period is part of the evaluation.

### **III. Meaning of Affirmative Action Goals**

The fact that DHFS has an AA goal for a job group does not mean that any specific position is set aside for racial/ethnic minorities or women, or that there are quotas that must be met. It does mean that race and gender may be considered as one factor among the many factors involved in filling a position and making a hiring decision.

If there is an AA goal for a position that is being filled, DHFS managers and hiring supervisors should:

- Engage in recruitment activities that focus on racial/ethnic minorities and women and document these activities. The DHFS AA Officer or designee will be involved in the development of all recruitment activity plans for position vacancies in underutilized job groups. Recruitment technical assistance will be provided when necessary to augment recruitment of racial/ethnic minorities and women.
- Inform all agency staff involved in the hiring process that you have a goal for racial/ethnic minorities, women or both.
- Although hiring supervisors will not know the AA status of candidates to be interviewed, DHFS will use expanded certification lists whenever an underutilized position is being filled.
- The AA Officer will ensure that interview questions are non-discriminatory and job-related to all positions.
- Follow the policies and procedures outlined in Ch. 202, Supervisors’ Manual, which reflects the requirements of OSER/DA.

## SECTION IV

### PROGRAM ANALYSIS, GOALS AND ACTION STEPS TO ADDRESS PROBLEMS

The Department of Health and Family Services' mission is to help individuals and families build a healthy, safe and dignified life. It has always been the goal to recruit, retain, and develop the quality, competency, diversity and adequacy of its workforce in order to improve the health and wellness of Wisconsin's most vulnerable citizens.

This particular planning period is unusual because of current efforts to reduce the number of state positions. Fewer vacancies and the need to place "at risk" and laid off employees has limited recruitment opportunities and affected DHFS' ability to conduct affirmative action recruitment that would noticeably impact target group representation. However, there are opportunities present to recruit for jobs that experience high turnover.

For this planning period, DHFS has an overall AA/EEO Plan at the department level, as well as plans from the divisions and the institutions. Underutilization analyses of the Department as a whole, and the Divisions and Institutions as employing units, are submitted to OSER, Division of Affirmative Action. Each employing unit has its own affirmative action goals and action plans.

#### **I. Workforce Analysis and Description of the Problem for the Department**

##### **A. Minority Representation of Senior and Career Executives<sup>2</sup>**

1. Problem. The statewide availability of minority Senior Executives in Wisconsin is 10.2%; DHFS has 5 minorities out of 75 positions in pay range 81-01 (i.e., 6.67% representation). DHFS is also under-utilized for certain Career Executive<sup>3</sup> job groups at pay range 81-02, e.g., Administrators-Others, Fiscal Professionals and Supervisors, Management Information Professionals and Supervisors, Science Professionals and Supervisors, and others. DHFS is treating both pay ranges as one group that the Secretary's Office and AA/CRC Office monitor and discuss with Division Administrators before approving a hire.
2. Efforts to address the problem. Special recruitment is usually done as broadly as possible for senior and career executive positions. Per OSER's standards, recent changes in the hiring approval process have been implemented so that the

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<sup>2</sup> The Senior Executive and the Career Executive data are from the DHFS Personnel/Payroll Information Verification System (PIVS) which gives a more current count per job classification, as of October 18, 2004. The rest of the data used in analyzing the DHFS workforce in this Plan is from the OSER Underutilization data and Workforce Analysis Report, as of July 22, 2004.

<sup>3</sup> There are 109 filled positions at pay range 81-02, with a total of 12 minorities. Taken as one job group of Career Executives, DHFS minority representation is 11.01%, compared to the labor market availability at 10.2%.

AA/CRC Office reviews the interview questions and criteria for 81-01 and 81-02 positions. If there is a minority candidate included in the interviews, the Office approves the non-hire of the minority candidate before the hiring decision is discussed at the Secretary's office. The Deputy Secretary meets with the AA Officer on a regular basis to discuss affirmative hires.

3. Action Steps and Timetable. The hiring approval process is integrated in the ongoing functions of recruitment, selection, and hiring that requires the close cooperation between the AA/CRC Office and the hiring supervisor and Division management.
4. Evaluation. The increased percentage of minority Career Executives should be reflected in the increased percentage of representation by the end of the AA Planning period, June 30, 2006.

#### B. Training for Upward Mobility

1. Problem. The paths for career progression are not always clear to DHFS staff, especially those with less seniority or work primarily in regions outside DHFS' main offices in Madison.
2. Efforts to address the problem. Employee training and development programs have been developed to increase the awareness of gaining skills within the workplace. The DHFS training program allows all employees a path for upward mobility. The DHFS Office of Employee Development and Training (OEDT) remains current in the use of distance learning technology to provide training to staff statewide and to decrease barriers for staff with disabilities.
3. Action Steps and Timetable. OEDT develops and administers the Department's employee development and training program and offers the following training on a regular basis:
  - a) New Employees Orientation. Training is given not only in the administrative policies and procedures of DHFS, but also the Department's core values, shared vision, mission, and goals.
  - b) Core Competencies and Career Development. The program is part of the Department's mentoring program. It requires the employee's personal commitment to complete the series of training that leads to a certificate.
  - c) Leadership Development. Supervisory development is part of this program, together with the Certified Public Manager at the UW La Follette School of Government. An annual conference is held at the Secretary's Leadership Institution with programmatic themes that reflect DHFS core values.
  - d) Project Management Resource Center. The program offers full support to project managers who must administer a project from its inception to its closure.

- e) Cultural Competency. The AA/CRC Office works with the Minority Health Officer and the Refugee Health Officer in the Division of Public Health, as well as other outside entities, to offer various Brown Bag topics on the cultures of new immigrants coming into Wisconsin. Workshops have also been tailored to address the health-related questions and concerns of staff as they interact with cultural groups new to Wisconsin.
  - f) New equipment has been installed in September 2004 to offer more options for distance learning.
4. Evaluation. The OEDT gathers training evaluations of each training session that are tracked; training is adjusted according to comments made by participants. Increased registration for in-house training reflects elimination of travel constraints for staff outside of Madison.

C. Support DHFS Staff's Cultural Competency to Enhance Services for DHFS Participants

- 1. Problem. Limited English proficient (LEP) individuals who are eligible for DHFS benefits and services do not have equal access to providers because of language barriers. Counties and tribes contract with DHFS to carry out the federally funded health and human services in Wisconsin. Based on the Title VI provisions of non-discrimination based on national origin, all federally funded providers are required to have written translations and oral interpreters for LEP participants. These language services are neither consistent nor adequate throughout the state.
- 2. Efforts to address the problem. DHFS has translated some application forms, brochures and other information into Spanish, Hmong, Russian and other Southeast Asian languages. These, together with other resources, are available through the DHFS Internet website. The counties "piggy back" on a DOA approved vendor for translations and interpretations at a much lower price, and the AA/CRC Office gives technical assistance and training on language access.
- 3. Action Steps and Timetable. The Division of Management and Technology (DMT) will initiate a project managed by BPER/AA and CRC Office, and its objective is to provide counties with translations of forms and other vital documents that are used statewide. DMT will partner with the counties, the county and public health associations, and the DHFS Regional Area Administration to complete this project. The project will start before the end of 2004 and on to mid-2005.
- 4. Evaluation. An on-going workgroup of DHFS forms managers, Regional Administrative Area staff, county staff and the AA/CRC Office staff will work out the project components that includes objectives, budget, milestones, and expected outcomes.

## **II. Workforce Analysis and Description of the Problem for DHFS Divisions**

A. Division of Public Health (DPH) is responsible for providing public health services, including environmental and public health regulations.

1. Problem. Providing culturally appropriate essential public health services requires an understanding of the cultural issues of the populations served by public health. It is critical to have leadership in the Division of Public Health that understands the cultural issues and diversity of the populations served.
2. Efforts to address the problem. DPH will conduct focus groups/brain storming sessions with DPH minority staff and our partners to identify more effective avenues to recruit minorities to career executive/management positions. It will encourage minority staff to participate in leadership training and other career advancement training opportunities.
3. Action Steps and Timetable.
  - a) Conduct a focus group(s) and/or brainstorming session in the spring of 2005 comprised of minority staff from DPH, DHFS, to provide guidance on improving the recruitment practices of DPH/DHFS of minority candidates for Career Executive and other positions;
  - b) promote and offer in 2005 a Public Health Core Competency Training to DPH front line, senior level, supervisory, and management staff that addresses the following competencies as they relate to specific populations, health priorities and public health program areas:
    - 1) Utilizes appropriate methods for interacting sensitively, effectively, and professionally with persons from diverse cultural, socioeconomic, educational, racial, ethnic and professional backgrounds, and persons of all ages and lifestyle preferences;
    - 2) identifies the role of cultural, social, and behavioral factors in determining the delivery of public health services;
    - 3) develops and adapts approaches to problems that take into account cultural differences;
    - 4) understands the dynamic forces contributing to cultural diversity; and,
    - 5) understands the importance of a diverse public health workforce.
4. Evaluation. After implementation of recommended recruitment practices, DPH management will track the number of minority applications to career executive and other positions within DPH/DHFS. The DPH Training Officer will track participation and completion of Public Health Core Competency Training via the Wisconsin public health learning management system WI-TRAIN at <http://wi.train.org>.

- B. Division of Children and Family Services (DCFS) focuses on issues, policies and programs affecting children, families and communities in Wisconsin. DCFS also has responsibility for the regulation and licensing of child care and child welfare programs. The Bureau of Milwaukee Child Welfare (BMCW) is a separate employing unit mandated to provide child protective services in Milwaukee.
1. Problem. BMCW is the most racially diverse workforce in DCFS, but it must continuously face challenges in blending state and contractual staff to provide a cohesive set of services for the children and families of Milwaukee County.
  2. Efforts to address the problem.
    - a) A training program for new hires on child welfare rules;
    - b) the opportunity for Social Workers to obtain free of charge the required CEU credits for continued certification;
    - c) creation of forensic interviewing training in partnership with the Milwaukee police and medical community;
    - d) local agreements negotiated with WSEU/ Local 2748 for alternative work schedules for state staff;
    - e) contract with a national firm to provide recruitment and retention strategies for both the private contractor agencies and BMCW;
    - f) provide additional training for all staff to enable them to perform their responsibilities more effectively and to efficiently accomplish professional development goals.
  3. Action Steps and Timetable. Most programs above are already in place. Training needs assessment is a continuous process. The Bureau Directors, working in conjunction with the Human Resources (HR) Coordinator, will make initial assessments over the course of calendar year 2005. As needs are identified, the HR Coordinator will work with the Department's training staff to arrange for programs/presentations to address the training needs of the group. Staff with individualized training needs will be referred to the DHFS training web site. Additionally, HR will work with the Department's OEDT and the Bureau Director to inform staff of the various training programs offered through the Department (e.g., the Career Development program, e-learning offerings, the Core Certificate program and the Virtual University).
  4. Evaluation. DCFS will monitor the programs at BMCW based on periodic evaluations. Improvements will be implemented as they are identified. The Division will gauge the success/effectiveness of these training and development programs based on the continuance of low employee turnover rates. Further, DCFS will perform periodic self-audits of the identified underutilized job groupings to measure progress toward a more diverse workforce throughout the Division.



C. Division of Health Care Financing (DHCF) is responsible for administering programs such as Medical Assistance (Medicaid), Food Stamps, Chronic Disease Aids, Health Insurance Risk Sharing Plan (HIRSP), General Relief and disability determination.

1. Problem. There are 165 filled positions for Claims Determination Specialists, but minorities make up only 4.8% of the job classification. The Disability Determination Bureau (DDB) receives funding from the Social Security Administration to administer the Social Security Insurance benefits of individuals who live in Wisconsin. In many instances, DDB may be limited by the restrictions SSA places on the hires they make. "At risk" employees also have a priority over outside hires.
2. Efforts to address the problem. To ensure that minority candidates are certified for interviews, DDB conducts recruitment whenever the situation becomes favorable to do so, and hires minority candidates at every opportunity
3. Action Steps. DDB has the process in place for approval to hire a certain number of positions every funding period. With assistance from the Bureau of Personnel and Employment Relations (BPER) and the AA/CRC Office, extensive minority recruitment will be conducted at every opportunity.
4. Evaluation. Minority representation for Claims Determination Specialists will increase within the AA Planning Period from November 1, 2004 to June 30, 2006 through appropriate and affirmative recruitment and retention.

D. Division of Disabilities and Elder Services (DDES) has programs in three areas: 1) long term support for the elderly and persons with disabilities, mental health and substance abuse issues; 2) institutions for persons with mental illnesses and developmental disabilities; and, 3) quality assurance for the regulation and licensing of all adult care programs and facilities.

1. Problem. DDES needs more target group members in supervisory/ managerial positions and also for Nursing Consultant and Health Services Specialist positions throughout the state.
2. Efforts to address the problem. DDES conducts aggressive minority recruitment whenever there is an opportunity to hire, for the purpose of ensuring minority candidates who certified for interviews.
3. Action steps and timetable. DDES will re-evaluate its recruitment efforts and make an effort to hire more target group members, (i.e., advertise in minority and community newspapers and magazines for specific areas). DDES upper management will track recruitment statistics annually.

4. Evaluation. Successful recruitment and appropriate job-related selection methods should result in the increased hiring of target group individuals.
- E. Division of Management and Technology (DMT) provides management support for fiscal services, information technology, personnel, and affirmative action and employment relations. These administrative services support the divisions in delivering quality, cost-effective programs for DHFS clients; assist the Department's management to effectively manage the agency by establishing and overseeing the administrative policies and procedures and ensuring compliance with laws, regulations, and standards.
1. Problem. DHFS workforce will change radically in the next five to ten years, with more upper level management vacancies, a younger workforce with different skills and work ethics, communication technology that will allow virtual offices, and distance learning taking the place of class room training. Furthermore, DHFS customers' health and wellness needs may be more acute, more racially disparate, more profound, yet at the same time more culturally centered with fewer linguistic barriers for limited English proficient consumers, and more equal access to services for persons with disabilities.
  2. Efforts to address the problem. For the purpose of strategic succession planning, DMT distributes workforce information on turnover and underutilization, provides informational sessions and workshops on interest/aptitude testing to DMT staff; and offers employees counseling on career ladders and progression.
  3. Action Steps and Timetables. BPER, including the AA/CRC Office and the OEDT, conducts these activities on an on-going basis. All Career Executives were surveyed during the early months of 2004 for the purpose of developing a five-year succession plan based on the needs of the Department. The Department AAAC will be analyzing a five-year turnover projection based on race/ethnicity, age, disability, gender, and seniority by 2005.
  4. Evaluation. With progressive and steady evolution of staffing and new hiring, Department employees will meet the needs of the Department's customers within the next five years.
- F. Office of Strategic Finance (OSF) provides a central focus for allocating and budgeting Department funds, managing implementation of federal block grants, conducting Department-wide strategic planning, evaluating and auditing Department programs, and overseeing county programs and tribal affairs.
1. Problem. OSF is a very small employing unit with less than 70 positions. Very few vacancies are filled through open recruitment.
  2. Efforts to address the problem. OSF has a Budget and Policy Analyst vacancy that is in the underutilized job group of Fiscal and Related Professionals and

- Supervisors. A second vacancy is a Human Services Coordinator-Senior position in the Tribal Affairs unit and is in the initial recruitment process.
3. Action Steps and Timetable. A Budget and Planning Analyst position has a certification list that contains target group members; a hiring decision will follow guidelines on affirmative hiring. The Human Services Coordinator announcement will be sent to the Great Lakes Inter-Tribal Councils and to chairpersons from each tribe in Wisconsin. The announcement will also be placed in the “Indian Country” newspaper.
  4. Evaluation. Successful recruitment and appropriate job-related selection methods should result in the hire of at least one minority individual.

### **III. Workforce Analyses and Description of Problems for DHFS Institutions**

- A. Mendota Mental Health Institute (MMHI) provides quality mental health treatment and patient care in safe settings for challenging and complex patient populations.
  1. Problem. Work at MMHI is very exacting and difficult. There is a lack of understanding and awareness of diverse cultures among the MMHI staff and the importance of cultural and linguistic competence in mental health services.
  2. Efforts to address this problem. MMHI currently provides education and training to all new MMHI employees on civil rights and working in a multicultural workplace, and has established organizational development and training programs with shared credo, vision, mission and values.
  3. Action Steps and Timetable. a) Provide a four-hour civil rights and multicultural training six times per year, and b) provide cultural competence training open to all MMHI staff through speakers, films, and discussions on different cultures, all with an emphasis on mental health.
  4. Evaluation. MMHI’s goal is to have 100% of new employees attend training and increase baseline attendance by 10% per year. Attendees at both the new employee training and cultural competence training will evaluate the experience.
- B. Winnebago Mental Health Institute (WMHI) serves as a specialized component in a community-based mental health delivery system. In 1973 the State made county boards responsible for the general care and treatment of the mentally ill. WMHI is responsible for meeting the needs for specialized services that cannot be met by community agencies.
  1. Problem. WMHI's programs are designed to serve mentally ill children and adults, severely disturbed and difficult patients, and forensic patients, all requiring specialized services. WMHI staff must provide patient care for all patients regardless of race, ethnicity, cultural background or socio-economic status.

2. Efforts to address the problem. To maintain its certification under the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), WMHI has an extensive training program to deliver health care services in a manner that is respectful and appropriate to an individual's language and culture.
  3. Actions and Timetable. On-going staff education will focus on the population served, effective interpreter and translation services, and reduced patient/family complaints related to cultural insensitivity.
  4. Evaluation. All indicators in the areas above are tracked on a periodic basis by upper management.
- C. Wisconsin Resource Center (WRC) is an institution that provides psychological evaluations, specialized learning programs, and training and supervision for inmates whose behavior presents a serious problem to themselves or others in state prisons and whose mental health needs can be met at the Center. It engages and treats individuals with severe and persistent needs within a secure setting to enhance public safety, promote healing, and expand personal horizons.
1. Problem. WRC is an organization that works with offenders. With regards to race, its workforce does not “mirror” the offender population served; the inmate/patient population is approximately 45% African American.
  2. Efforts to address the problem. To increase the possibility of hiring African Americans, particularly in direct care positions, WRC will conduct an aggressive recruitment for this target group by advertising in minority community newspapers and magazines; establishing contacts with community-based organizations; developing packets about WRC that includes information about the Oshkosh area, the application process, employee benefits, and AA goals; and offering training to staff on diversity.
  3. Action Steps and Timetable. Current activities that lead to positive recruitment results are already in process:
    - a) Attending job fairs at colleges and universities for professional positions, in particular, the Moraine Technical College Special Services Department;
    - b) advertising in minority and community newspapers and magazines;
    - c) providing training to staff; and
    - d) establishing an Affirmative Action Advisory Committee (AAAC) whose charge is to eliminate cultural and physical barriers for applicants, employees, and patients/residents. The AAAC held its first meeting in October 2004.
  4. Evaluation. The hiring data will be tracked by the AAAC as part of its regular agenda.

D. Sand Ridge Secure Treatment Center (SRSTC) is a facility providing specialized treatment and services for persons committed under Wisconsin's sexually violent persons law, Chapter 980, Wis. Stats.

1. Problem. SRSTC is a recently established center that has to balance treatment with security. Professionals, and administrative and correctional staff must function as a team and be aware of AA and diversity issues that affect co-workers and patients.
2. Efforts to address the problem. On-going programs already integrate different specialty areas to work as a team.
3. Action Steps and Timetable. In 2005,
  - a) Provide visibility of the Affirmative Action program and the AAAC,
  - b) assure current AA materials meet the AA standards directed by OSER and DHFS,
  - c) develop and initiate training for all staff on Affirmative Action and Equal Opportunity, and
  - d) promote awareness of illegal harassment and discrimination issues.
4. Evaluation. Pre- and post-evaluations of training sessions will reflect an increased understanding of AA and diversity.

E. Southern Wisconsin Center (SWC) serves individuals with developmental disabilities, often combined with mental illness and certain problem behaviors. SWC provides a wide variety of programs and services designed to assist and prepare these individuals to live successfully in the setting that best meets their needs. SWC also offers specialized outreach services for people with developmental disabilities who live in the community.

1. Problem—There is no under-utilization for Resident Care Supervisors (RCS) in SWC, however, because of the significant representation of African-American Resident Care Technicians, SWC set goals to hire more minority RCS's.
2. Effort to address the problem. SWC will be more aggressive in recruitment minorities for the Patient Care Professionals and Supervisor job group, and in particular, the Resident Care Supervisors (RCS) classifications.
3. Action Steps and Timetable.
  - a) Communicate with DHFS Bureau of Personnel and Employment Relations (BPER) to see if changes are needed in the examination process in order to increase the number of minority candidates eligible for interviews,
  - b) coordinate efforts with BPER and the AA/CRC Office to verify announcements are advertised in minority publications,

- c) continue to go to community job fairs,
  - d) follow the guidelines for balanced panels,
  - e) encourage minority Resident Care Technician staff to test and forward recruitment information to their co-workers or personal networks.
4. Evaluation. SWC will receive certification lists with an increase of minority candidates and be able to hire minorities for Resident Care Supervisor (RCS) positions.
- F. Central Wisconsin Center (CWC) provides services in outreach, education, assessment, short-term admissions, and residential services for persons with developmental disabilities by enhancing human development, health, environment, and quality of life.
- 1. Problem. The retention rate for newly hired Resident Care Technicians (RCTs) is 25%. CWC must continue efforts to lower the turnover rates because of its impact on the quality of life for its residents. A review of past data indicates that the lowest retention rate achieved is at 14% for newly hired African American RCTs.
  - 2. Efforts to address the problem. Applicants are informed of CWC's vision, mission and core values during the interview process so they can match their interest and qualifications as part of CWC. They are given tours of the facility and an opportunity to interact with RCT job coaches. Recruitment efforts target a wide range of job fairs, schools, and advertising for people interested in a long-term career at CWC.
  - 3. Action Steps and Timetable.
    - a) The CWC Director, Deputy Director and the Human Resource staff meet with newly hired employees shortly after they begin employment to see how they are doing and to talk about benefits. A job coach is assigned to each new RCT during the probationary period.
    - b) The CWC Cultural Competency workgroup, functioning as the AAAC as well, will work on developing project recommendations to address ways to enhance a positive working environment.
    - c) A CWC employee has recently completed a retention study, and CWC management will be reviewing, and, if acceptable, implementing her recommendations.
  - 4. Evaluation. An, on-going review of retention will be done through the next two years (2004-2006) to ensure continued improvement of RCT retention rate. The data is obtained from the Human Resources database.
- G. Northern Wisconsin Center (NWC) is a facility providing short-term specialized services to individuals with developmental disabilities, combined with mental illness

and problem behaviors. The program focuses on a comprehensive evaluation and treatment plan to facilitate returning individuals to less restrictive living arrangements. NWC also offers specialized outreach services for people with developmental disabilities who live in the community.

1. Problem. The institution's workforce lacks awareness of cultural issues and physical barriers that may affect co-workers and individuals to whom services are provided.
2. Efforts to address the problem. The newly appointed Training Officer will facilitate the AAAC and develop materials/targeted training for employees.
3. Action Steps and Timetable. In 2005, management, Human Resources and the Training Officer will:
  - a) Provide visibility of the Affirmative Action program and the AAAC,
  - b) assure current AA materials meet the AA standards identified by OSER and DHFS,
  - c) develop and provide training to all staff on Affirmative Action and Equal Opportunities, and
  - d) promote awareness of illegal harassment and discrimination issues.
4. Evaluation. The Management, together with the NWC AAAC, will track the number of staff who attend the AA and diversity training workshops offered, with the goal of increasing attendance by 10% of the staff by the end of the planning period. Since the number of staff is expected to decrease from 330 to about 100 employees within the planning period of 2004 to 2006, the percentage of a smaller number will be taken into account.

## **SECTION V**

### **OTHER AFFIRMATIVE ACTION PROGRAMS**

#### **I. Alternative Work Patterns**

The DHFS' Alternative Work Patterns (AWP) schedule is found in Chapter 234 of the Supervisor's Manual. Divisions have alternative work schedules available for employees consistent with the needs of the Department. Flex work times are between 7:00 a.m. to 6:00 p.m. with the core hours of 9:00 a.m. to 3:00 p.m. The objectives of the DHFS policy are as follows:

1. To remove artificial barriers to the employment of certain individuals who, by life circumstances, cannot conform to a standard work schedule;
2. To increase the flexibility of both employees and management in meeting irregular scheduling needs;
3. To increase the quality of the work atmosphere and the spirit of cooperation between management and employees;
4. To maximize the efficiency of Department operations; and
5. To assist in energy conservation efforts.

Employees can view this chapter by contacting their supervisor or the Bureau of Personnel and Employment Relations (BPER), (608) 266-1865 (Voice), (608) 267-2147 (TTY).

#### **II. Wisconsin Works (W2) Plan**

DHFS continues to set an objective of 6% of original hires from W2 participants, as requested by OSER. Every fiscal year, DHFS identifies positions and projected W2 hires; actual hires are accounted for by the close of that fiscal year. See Attachment G for the W2 Projected and Actual Hires Report, July 1, 2004 to June 30, 2005.

#### **III. EEO/AA Plan Communication**

The following steps will be taken in order to make the EEO/AA Plan an effective, working tool:

Copies of the Department's EEO/AA Plan will be provided to all management staff in the Office of the Secretary, all Division Administrators, Institution Superintendents, Office Directors, Bureau Directors, Area/Regional/Field Office Directors/Administrators, and all members of the Department Affirmative Action Advisory Council.

An article in the Department's newsletter FOCUS, which is distributed to all employees, will announce the publication of the Department's EEO/AA Plan and provide



information on how employees can review it if they wish. The article will also reference the publication of division plans and their availability for review.

The Secretary will discuss with the Department's executive staff his commitment to EEO and AA, the intent of the EEO/AA Plan and the extent of their responsibility for effective implementation.

- C. Division Administrators, Institution Superintendents and Office Directors will discuss with their management staff the Secretary's commitment, and their own, to EEO and AA, the intent of the EEO/AA policy, the provisions of the plan, and the extent of their responsibility for effective implementation. Bureau Directors and Institution Superintendents will hold similar meetings with supervisors within their chain of command.

Divisions and institutions will post a notice on personnel and other relevant bulletin boards in all locations informing employees of the existence of a Department EEO/AA Plan, and telling them how they can review it if they wish. This information will also be included in division/institution's New Employee Orientation packages.

Whenever a position is being filled in a classification for which the Department has an AA hiring goal, the division Human Resources staff will communicate in writing to all those involved in the selection process for the position (supervisor, section chief, bureau director, etc.) that there is a goal for the hire of racial/ethnic minorities, women or both and will monitor the process. The AA/CRC Office Director will receive a copy of the notification. The hiring of qualified persons with disabilities is also highly encouraged in all staffing situations.

The DHFS Employee Handbook and DHFS Work Web will include information about the EEO/AA Plan, EEO/AA Policy Directives and information about how employees can receive assistance or provide input.

The Department will include the phrase, "An Equal Opportunity/Affirmative Action Employer," in all job announcements.

#### **IV. Training**

The AA/EEO Officer will, after initial appointment, complete the OSER Management Training program or equivalent before the end of his or her probationary period. In addition, each AA/EEO professional in the Department who has these responsibilities within his or her position description will be required to take eight to twelve (8-12) hours

of AA/EEO or Diversity Training in a given fiscal year. Compliance with this is reflected in the annual employee evaluation.

AA/EEO management training provided by OSER/DAA and training at the annual WAEO Conference will include subjects such as: analyzing affirmative action information statistics, determining underutilization in job groupings, preparing AA/EEO plans, non-discriminatory and AA/EEO sensitive selection interviewing, recruitment and outreach of targeted groups, multicultural awareness, supervision of a diverse work force, internal complaint investigations, reasonable accommodations for persons with disabilities, and preventing sexual harassment.

All orientation programs for new employees include an AA/EEO component presented by the AA/EEO Officer.

Programs will be initiated to train and assist AA/EEO committees to be more effective advisors to the agency head on internal AA/EEO and related issues.

## **V. Affirmative Action Officer Notification**

- A. Permanent Positions. All AA activities tied to recruitment, selection, certification list monitoring, used of related certifications, reactivating registers, and hiring approval. The AA/EEO also reviews or delegates the review of interview questions. These are outlined the DHFS Supervisors' Manual, Ch. 202, Permanent Employees, starting on page 5 of 15, Staffing and Recruitment Process.  
<http://dhfsweb/hr/SupervisorManual/Chap202PermEmployment.htm>

The AA/CRC Office tracks all certification lists with underutilization goals and all certification lists that have target group candidates eligible for an interview. Human Resource (HR) Directors in Institutions and Centers, and HR Liaisons in each Division must monitor the selection process and report results back to the AA/CRC Office. The AA/CRC approves hires of these certification lists. All Career Executive hires must be approved by the AA/CRC Office before a Division Administrator discussing the hire with the Deputy Director.

The AA Specialist, the HR Liaisons and HR Directors ensures that all interview panel are balanced, unless waived by the AA/CRC Office.

- B. LTE Positions. The AA/EEO Officer is notified of all LTE and project position openings and given an opportunity to refer qualified individuals to the recruitment pool. The AA/CRC Office administers the LTE database that is updates periodically. No hire may be made outside referrals from the LTE database.

## **VI. Affirmative Action Officer Consultation**

The AA Officer acts as part of the management team, i.e., BPER/Employment Relations, Legal Counsel, and Division/Institution/Center management, when considering discipline or termination of racial/ethnic minorities, women and persons with disabilities.

## ATTACHMENT A

### AA/EEO Administrative Directives

## **ADMINISTRATIVE DIRECTIVE**

19.1

**Date: October 2004**

**Subject: DHFS Affirmative Action/Civil Rights Compliance Office Responsibilities Under Equal Employment Opportunities Laws and Regulations**

### 1. Background

The Department of Health and Family Services (DHFS) has affirmative action (AA) responsibilities deriving from all pertinent laws and regulations identified under References (see Item 4).

### 2. Guideline

The Department Affirmative Action/Civil Rights Compliance (AA/CRC) Office, working on behalf of the Secretary's Office, is responsible for the Department AA Plan and relevant monitoring, information sharing, training and technical assistance as elaborated below. AA and equal employment opportunity (EEO) implementation is primarily the responsibility of the division administrators. The AA/EEO Officer reports directly to the Deputy Secretary on AA/EEO issues.

### 3. Procedure

The Department AA/CRC Office, working on behalf of the Secretary's Office, has the following responsibilities:

- a. The design and development of the Department AA Plan, coordination of divisional efforts in this regard and ongoing monitoring and assessment of divisional actions relative to goals and timetables.
- b. Jointly with the Bureau of Personnel and Employment Relations (BPER), establish AA/EEO procedures, methods and evaluation tools as a part of the personnel process, including recruitment, selection, retention, upward mobility, fringe benefits, salary, probationary nonretentions, terminations, etc., to the end that AA measures will become an integral part of the personnel process.
- c. Jointly with BPER and the Office of State Employment Relations (OSER), assure the availability of applicant flow data, certification records, etc., to enable the Department AA/CRC Office to monitor progress relative to goals and timetables.

- d. Provide divisions with relevant AA/EEO technical assistance, information and training opportunities; and assure effective communication of Departmental policies, procedures and concerns to divisions and vice versa to the end that consistency in state level planning, program direction, achievement and effective utilization of resources exists throughout the Department.

Division administrators will provide cooperation and assistance to the Department AA/CRC Office for the achievement of these responsibilities.

4. References

Age Discrimination in Employment Act  
Wisconsin Executive Order No. 28  
U.S. Executive Order No. 11246

5. Originated By

Affirmative Action/Civil Rights Compliance Office  
Bureau of Personnel and Employment Relations  
Division of Management and Technology

**Date:**           **October 2004**

**Subject:**       **Equal Employment Opportunity and Affirmative Action Policy**

1. Background

**The policies and practices of the Department of Health and Family Services (DHFS), at all levels and locations, are designed to assure the active and positive implementation of federal, state and Departmental equal employment opportunity (EEO) and affirmative action (AA) laws, executive orders, rules, regulations, federal funding requirements, policies, plans and directives.**

2. Commitment

As the Secretary of DHFS, I am committed to the principles and philosophy of EEO and AA. The EEO/AA Plan and Program have my approval and support, including the allocation of fiscal and staff resources to accomplish the November 1, 2004 through June 30, 2006 objectives. Division administrators are assigned specific responsibility to see that all personnel- and employment-related activities are conducted in a manner that assures equal opportunity (EO) for all, and affirms EO as a primary organizational goal for DHFS. The Department will continue to discharge its legal obligations as a part of this commitment.

3. Statement of Policy: EEO

**It is the policy of the Department to provide EEO in all terms, conditions, or privileges of employment, including, but not limited to, recruitment, application, testing, certification, interviewing, selection for hire, transfer or promotion, job assignments, working conditions, fringe benefits, compensation, training, layoffs, retention, or terminations.**

EO for all persons, regardless of race, creed, color, sex, marital status, national origin or ancestry, age, religion, disability or association with a person with a disability, arrest or conviction record, sexual orientation, political affiliation or membership in the national guard, state defense force or any other reserve component of the military forces of the U.S. or this state, is a fundamental basis of all Departmental policies and procedures.

In order to extend EO to job applicants and employees, it is also the policy of the Department to prohibit harassment based on any protected status, provide reasonable job accommodations for qualified persons with disabilities, provide reasonable accommodations for employees' religious practices when requested, implement

non-discriminatory practices with respect to arrest and convictions records, maintain an informal employee discrimination complaint system or provide evidence with respect to such a complaint. Specifically, this policy means that:

- Harassment by managers, supervisors or coworkers on the basis of any protected status is an unlawful employment practice prohibited by federal and state laws, and by the Department. Managers and supervisors are assigned specific responsibility for providing a harassment-free work environment and for notifying their staff about how to raise concerns about harassment. The prevention and elimination of illegal harassment by management and coworkers on the basis of race, creed, color, sex, marital status, national origin or ancestry, age, religion, disability or association with a person with a disability, arrest or conviction record, sexual orientation, political affiliation or membership in the national guard, state defense force or any other reserve component of the military forces of the U.S. or this state are top priorities for the Department. Administrative Directive 57.5 contains specific policy regarding the prohibition of harassment and institutes the Department's Harassment Prevention Program, which includes mandatory training for all employees.
- Harassment on the basis of any protected status in service delivery is also prohibited by federal and state laws, and by the Department.
- Contractors will be notified of their responsibility under state and federal law for providing a harassment-free work environment for their own employees and Department staff. Division Administrators and related administrative and supervisory staff will take immediate and appropriate action whenever there is reason to suspect that a Department employee may be the subject of illegal harassment by a nonemployee.
- Reasonable accommodations for qualified persons with disabilities will be provided to ensure equal access to all terms, conditions and privileges of employment. Efforts to provide reasonable accommodations may include, but are not limited to, making Department-owned facilities accessible, negotiating for accessibility improvement with lessors, restructuring work environments or job duties, acquisition or modification of job-related equipment, provision of sign language interpreters, readers or drivers and, when feasible, assignment of employees who acquire a disability and are unable to perform their original duties to an alternative position for which they are qualified, at the same or lower pay range within the Department, or assisting them in their search for alternate employment within state service. Administrative Directive 60.3 contains specific policy regarding reasonable accommodations for person with disabilities.
- Reasonable accommodations are provided for religious practices in response to an employee's request through the following alternatives: permitting, with supervisory

- approval, voluntary substitution, creating a flexible work schedule, and considering changes in job assignment or the possibility of transfers.
- An Internal Administrative Inquiry Request (informal employee discrimination complaint) policy has been established to address employee complaints. Employees should contact the Department AA/CRC Office for further information on the informal complaint and/or formal complaint procedures available. The procedure includes a provision for the complainant to bypass the immediate supervisor if he or she is involved in the alleged discrimination or harassment. The policy is contained in Administrative Directive 32.6. Information is also available in the DHFS Employee Handbook.
- Retaliation against employees who file a discrimination complaint is prohibited and will not be tolerated.
- Executive managers, supervisors, and any other employees who engage in employment discrimination or retaliation, as described in this policy and in federal and state laws and regulations, will be subject to appropriate corrective action.

#### 4. Statement of Policy: AA

It is the policy of the Department to implement AA measures designed to eliminate present effects of past discrimination and to ensure EO for women, racial/ethnic minorities and persons with disabilities. The Department recognizes the need to take AA to identify job groups and job classifications with underutilization of racial/ethnic minorities and women; to set goals and timetables for increasing the employment of underutilized groups; and to develop an AA Plan for implementing those reasonable goals through outreach, recruitment, training, and other activities and commitments.

In keeping with ch. 230, Wis. Stats., and federal regulations for agencies, which operate programs that receive federal financial assistance, the Department develops an AA and EO plan and program using the Office of State Employment Relation's (OSER) standards for AA/EEO planning for the period of November 1, 2004 to June 30, 2006.

#### 5. Responsibility for Implementation, Monitoring and Evaluation of EO and AA

The Department has vested the primary responsibility for EEO and AA with its Division Administrators and related administrative and supervisory staff. Management performance will continue to be evaluated at least annually, and twice a year when possible, against criteria developed by the Department to implement OSER's standards and pertinent federal requirements. Division Administrators will report on the progress of their EO and AA efforts to the Secretary's Office. The Department AA/CRC Office Director has responsibility for recommending AA and



EO policy and programs, providing technical assistance to the divisions, and monitoring and evaluating the implementation of the EEO and AA program. The Department AA/CRC Office Director reports directly to the Deputy Secretary, and has direct access to the Secretary to ensure Departmentwide EEO and AA.

#### 6. DHFS EEO/AA/CRC Responsibilities

The Department AA/CRC Office, working on behalf of the Secretary's Office and reporting directly to the Deputy Secretary, has the following responsibilities:

- (a) The design and development of the Department AA Plan, coordination of divisional efforts in this regard and ongoing monitoring and assessment of divisional actions relative to goals and timetables.
- (b) Jointly with the Bureau of Personnel and Employment Relations (BPER), establish AA/EEO procedures, methods and evaluation tools as a part of the personnel process, including recruitment, selection, retention, upward mobility, fringe benefits, salary, probationary nonretentions, terminations, etc., to the end that AA measures will become an integral part of the personnel process. (DHFS Ch. 202)
- (c) Jointly with BPER and the OSER, assure the availability of applicant flow data, certification records, etc., to enable the Department AA/CRC Office to monitor progress relative to goals and timetables.
- (d) Provide divisions with relevant AA/EEO technical assistance, information and training opportunities; and assure effective communication of Departmental policies, procedures and concerns to divisions and vice versa to the end that consistency in state level planning, program direction, achievement and effective utilization of resources exists throughout the Department.

Division administrators will provide cooperation and assistance to the Department AA/CRC Office for the achievement of these responsibilities.

#### 7. References

s. 230.06 (1)(k), Wis. Stats.  
 Age Discrimination in Employment Act  
 Wisconsin Executive Order No. 28  
 U.S. Executive Order No. 11246  
 Wisconsin Fair Employment Act  
 Title VI of the Civil Rights Plan of 1964  
 American with Disabilities Act of 1990

8. Originated By

Affirmative Action/Civil Rights Compliance Office  
Bureau of Personnel and Employment Relations  
Division of Management and Technology

## ADMINISTRATIVE DIRECTIVE

32.6

**Date:**           **October 2004**

**Subject:**       **Employee Internal Administrative Inquiry Policy**

### 1. Background

The Employee Internal Administrative Inquiry Policy has been established to provide an informal means for employees to raise concerns about employment discrimination and for the Department and employees to work together to resolve those concerns.

### 2. Guidelines

A complaint may be filed against the Department and/or a division or employing unit verbally or in writing by a current employee of the Department. Using this informal process, complaints may be filed to allege employment discrimination, including harassment based on race, color, sex, religion, arrest or conviction record, age, national origin, marital status, sexual orientation, handicap, or political affiliation. Additionally, complaints of discrimination may be raised regarding any term or condition of employment including, but not limited to, training, scheduling, performance evaluation, discipline, promotion, transfers or work assignment. The Department's Equal Employment Opportunity and Affirmative Action (EEO/AA) Policy prohibits retaliation against employees for raising concerns or complaints about discrimination.

The procedures outlined in this Administrative Directive are designed to encourage internal informal resolution of discrimination complaints prior to an employee seeking alternative avenues of relief. If an employee decides to use one of the formal complaint or grievance routes available, then the informal complaint resolution process would cease.

To protect the right of an employee to access formal complaint processes, all action taken on a complaint filed under this informal procedure shall be completed in 45 calendar days. An extension may be granted if:

- a. All parties agree that there is evidence the matter may be resolved internally and brought to closure by extending the deadline for completion of this process; or
- b. There is a need for an extension due to the need to gather additional pertinent information.

### 3. Procedures

An employee may raise questions/concerns regarding potential discriminatory practices by contacting the Department Affirmative Action/Civil Rights Compliance

**AD 32.6**

(AA/CRC) Office. All internal Administrative Inquiries must be filed with the Department AA/CRC Office. If an employing unit receives a complaint, either orally or in writing, the complaint must be forwarded to the AA/CRC Office for review and follow up.

- a. The Department AA/CRC Office will notify the appropriate Division Administrator, Institution Human Resources Director and Human Resources Coordinator of the receipt of the complaint, the nature of the complaint and proposed action.
- b. The Department AA/CRC Office or delegated division/institution staff handling the complaint will seek from the employee, either verbally or through completion of the complaint form (Attachment 32.6b), the following information:
  - 1) Type of discrimination alleged;
  - 2) Details of the complaint [nature, date, time, person(s) involved, witnesses, etc.]; and
  - 3) Relief desired.
- c. The Department AA/CRC Office will advise the employee of other avenues for relief, such as filing complaints with the Personnel Commission and the U.S. Equal Employment Opportunity Commission.
- d. The Department AA/CRC Office or designated division/institution staff will meet with the complainant, the respondents and, when appropriate, the witnesses to specific incidents identified in the complaint. In the meeting with the complainant and the respondent (individually or together), the Department AA/CRC Office will attempt to resolve the conflict or determine if a resolution is possible.
- e. Upon completion of the Administrative Inquiry, the Department AA/CRC Office will write a summary of the Administrative Inquiry. The written summary will do one of the following:
  - 1) State the resolution agreed to by both parties; or
  - 2) Summarize the issues identified, discuss the attempt to resolve the complaint, and indicate that no resolution has been achieved through the internal informal process.

## AD 32.6

Where the complaint is resolved by agreement of both parties, a copy of the summary and resolution will be given to the complainant, the respondent and the appropriate division administrator, and one copy will be kept on file with the Department AA/CRC Office. No record/document of the result will be placed in the personnel files of those involved. Where no resolution has been achieved, the summary report will be sent to the Division Administrator. If the Division Administrator determines additional information is needed or additional attempts should be made to resolve the concern internally, the Division Administrator will direct the appropriate action to be taken. If the Division Administrator determines, based on the summary report and/or additional information gathered or actions taken, that a resolution is unlikely to occur, then the summary report will be distributed to the complainant and the respondent with an indication of no resolution. The summary report should be transmitted with a cover letter from the Department AA/CRC Office informing the complainant of other avenue for redress.

### 4. Notification to Employees of Complaint Process

A copy of the Internal Administrative Inquiry policy and procedures and the names of the Department staff responsible for handling complaints shall be posted on bulletin boards throughout the state and distributed once annually with the employee paychecks. The **Employee Handbook** shall also include a copy of the policy and procedure.

### 5. Support of this Policy and Procedure

On an annual basis, the Department AA/CRC Office will:

- a. Provide training to Department staff assigned responsibility for complaint resolution within their division;
- b. Track and review the number and kinds of complaints filed during the year; and
- c. Evaluate the effectiveness of this process in handling those complaints.

### 6. References

DHFS Equal Employment Opportunity and Affirmative Action Policy  
Chapter 230, Wis. Stats.  
Title VII of the Civil Rights Act of 1964, as amended in 1991  
Section 504 of the Rehabilitation Act of 1973

### 7. Originated By

Affirmative Action/Civil Rights Compliance Office  
Bureau of Personnel and Employment Relations  
Division of Management and Technology

## ADMINISTRATIVE DIRECTIVE

**AD 49.5**

Date: December 2003

**Subject: Affirmative Action Advisory Committee**

### 1. Background

In keeping with state law and the Office of State Employment Relations (OSER)'s standards on Affirmative Action, the Department has established Department Affirmative Action Advisory Committees (AAAC) to advise the Secretary and other Department appointing authorities of programs and initiatives designed to ensure equal opportunity to all employees, applicants for employment, and recipients of services provided by the Department.

### 2. Secretary's Charge

The Secretary's charge to the AAAC is to recommend methods, initiatives, and programs that would increase the retention of employees and the improvement of the workplace for all employees. The recommendations are based on the Department's affirmative action goal to continue to develop a diverse, qualified workforce, reflecting the characteristics of Wisconsin's population and the people the Department serves.

### 3. Appointment to the AAAC

- A. The Secretary appoints members to the AAAC after considering nominations from the Divisions and the Facilities. Appointments may be for two to three years to ensure the continuity of initiatives or programs under discussion.
- B. The Wisconsin State Employees Union under the provisions of 11/25/2 of their contract, may appoint one representative from each of the five bargaining units representing DHFS employees. The Secretary will consider requests from other unions requesting representation on the AAAC.
- C. The Affirmative Action and Civil Rights Compliance (AA/CRC) Office works with the Divisions to seek out interested nominees who represent a diverse cross section of racial/ethnic groups, men and women, older and younger workers, and persons with disabilities. Representation may also be chosen from different organizational levels and locations, including central and regional staff, and management. Candidates for appointment are recruited and selected based on their interest in and commitment to affirmative action, equal opportunity, and civil rights compliance goals and objectives.

### 4. Advisory Committee Structure

- A. The Secretary establishes a department-wide AAAC comprised of up to two representatives from each Division and one representative each from the Offices for

- B. Strategic Finance, Program Review and Audit, and Legal Counsel. The AA/CRC Office staffs the department-wide AAAC.
- C. Each Facility has its own AAAC to reflect its unique culture and mission to provide services to residents and patients. The Administrator of the Division of Disability and Elder Services determines further guidelines towards the establishment of the Facility AAAC's.
- D. Each AAAC may have:
  - (1) A facilitator to keep the members focused on their tasks and to assist in posting the minutes of each meeting; and
  - (2) A chairperson and vice-chairperson chosen by consensus. In the absence of the chairperson, the vice-chairperson assumes the responsibilities of the chairperson. One of the responsibilities of a chairperson is to set the agenda for each meeting.

5. Guidelines

- A. The AAAC's meet once a month or a minimum of six times per year to fulfill the Secretary's charge. After conducting an environmental scan, the committees set their own agenda. Any DHFS staff, including Administrators and Directors, may recommend issues and concerns for discussion in an AAAC meeting.
- B. An annual AAAC meeting for all members is held for the purpose of sharing the progress of each committee. Division Administrators, Facility Directors, union stewards and interested staff are welcome to the open meeting.
- C. Decisions are made by consensus. No major decision may be made without a quorum. Minutes are posted in the DHFS Intranet in a timely manner.
- D. All members are trained in Consensus Building and in the goals and responsibilities of the AAAC. The DHFS Training Office and the AA/CRC Office, or OSER, provide the training.

References

Ch. 230, Wis. Stats.  
OSER Standards for the Implementation of Ch. 230: Affirmative Action

Originated by:

The Office of the Secretary

**DATE:**       **March 2004**

**SUBJECT:**   **Harassment Prevention Policy**

1.     Background

Federal and state equal employment opportunity laws require the establishment of a harassment-free environment in the workplace and in places where services are offered. Moreover, it is good business practice to establish policies and procedures to prevent illegal and other forms of harassment and to address situations when it is suspected, alleged or proven; when it may interfere with work performance or service delivery; or when it may create a hostile environment.

2.     Commitment

The Secretary of the Department of Health and Family Services (DHFS) is committed to the provision of a professional, harassment-free environment for job applicants and employees of the Department, and to all persons who seek or receive services from the Department or its contractors.

3.     Definitions

Harassment is defined as any unwanted offensive or threatening behavior, which is linked to one or more of the above characteristics when:

- a.     Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or eligibility for services;
- b.     Submission to or rejection of such conduct by an individual is used as the basis for employment or service decisions affecting such individual; or
- c.     Such conduct has the purpose or effect of substantially interfering with an individual's work performance, or of creating an intimidating, hostile or offensive work or service delivery environment, which adversely affects an individual's opportunities.



Harassing behavior may include, but is not limited to, demeaning or stereotypical comments or slurs, ridicule, jokes, pranks, name calling, physical or verbal aggression, gestures, display or possession of sexually graphic materials,

cartoons, physical contacts, explicit or implicit threats separate from supervisory expressions of intention to use the disciplinary process as a consequence of continued inappropriate behavior, malicious gossip or any other activity that contributes to an intimidating or hostile work environment.

Sexually harassing behavior is unwelcome behavior of a sexual nature toward males or females which may include, but, is not limited to, physical contact, sexual advances or solicitation of favors, comments or slurs, jokes, pranks, name calling, gestures, the display or possession of sexually graphic materials which are not necessary for business purposes, malicious gossip and verbal or physical behaviors which explicitly or implicitly have a sexual connotation.

Harassment is illegal when it is a form of discrimination based upon age, disability, association with a person with a disability, national origin, race, ancestry or ethnic background, color, record of arrest or conviction which is not job-related, religious belief or affiliation, sex or sexual orientation, marital status, military participation, political belief or affiliation, and use of a legal substance outside of work hours.

Hazing is a form of illegal harassment which can include repeated harassment or persecution involving the performance of meaningless, unnecessarily difficult, uncalled for or humiliating tasks, or initiation by exacting humiliating performances from or playing practical jokes on other employees.

The negative actions defined in this section, when based upon an employee or client's participation in activities identified with or promoting the interests of a protected group also constitute harassment.

#### 4. Statement of Policy

It is the policy of DHFS that all job applicants, employees, persons who seek or receive services from the Department or its contractors, the public and employees of other agencies shall be treated with respect in a professional environment free from harassment and hostility. Harassment infringes upon the right of all employees to experience respect for their efforts, to develop positive interpersonal relationships in the workplace, and to carry out their responsibilities effectively. Harassment infringes upon the right of all persons who seek or receive services to experience respectful, professional and unbiased treatment.

## **AD 57.5**

Conduct by employees of this Department, which has the effect of interfering with the work performance of others or which creates an intimidating, hostile or offensive environment for any person covered by this policy, is prohibited and shall not be tolerated. Employees who engage in this behavior or harassment or hazing of others on the basis of age, disability, association with a person with a disability, national origin, race, ancestry or ethnic background, color, record of arrest or conviction which is not job-related, religious belief or affiliation, sex or sexual orientation, marital status, military participation, political belief or affiliation, and use of a legal substance outside of work hours, violate this policy or state and/or federal laws, and will be subject to discipline up to and including termination. Any employee who permits employees under his/her supervision to engage in harassment, whether such acts were authorized or forbidden, or whether the employer or its agents knew or should have known of their occurrence, also violates this policy or state and/or federal law. Any employee who allows the harassment of a person covered by this policy by another employee or by an employee of a contractor of the Department without intervening or reporting the harassment is condoning such activity and shall be subject to the appropriate discipline, in accordance with this policy. Any allegation of harassment or hazing which comes to the attention of a supervisor, the division human resources coordinator or institution human resources director must be referred to the Department Affirmative Action/Civil Rights Compliance (AA/CRC) Office for investigation and review.

In addition, behaviors that may be considered abusive, disorderly or disruptive in violation of a work rule of the Department will not be tolerated, regardless of whether the form of conduct violates state and/or federal laws.

Any person protected by this policy who believes that he or she is the object of harassment or hazing should attempt to communicate to the offending party that the behavior is unwelcome and should stop. If the problem cannot be resolved at this level, or if the person is not comfortable attempting resolution directly with the offending party, he or she should contact the supervisor and/or the Department AA/CRC Office. Complaints of harassment can also be filed with the Director of the Department AA/CRC Office under the provisions of the informal discrimination complaint procedure.

### **5. Responsibility for Implementation, Monitoring and Evaluation**

The Department has vested the primary responsibility for equal employment opportunity with its division administrators and related administrative and supervisory staff. The commitment to ensure that a harassment-free environment will be provided means that an active, visible effort must be made in support of this policy. For this reason, the Department has established a Harassment Prevention Program that must be implemented in all employing units. Mandatory

training for the implementation of this program is offered for new administrative and supervisory staff every quarter by the Department AA/CRC Office.

The Department AA/CRC Office is responsible for providing information, technical assistance and training to employing unit staff and clients, and for investigating and resolving concerns about harassment when these cannot be resolved within the work unit. The Department AA/CRC Office also monitors and evaluates employing unit achievements in efforts to provide a harassment-free environment.

Each Division shall:

- a. Post this Administrative Directive in locations where it can be accessed by all staff and notify employees of its availability in a variety of accessible formats. Participate in periodic, formal harassment/sexual harassment training for supervisors and managers.
- b. Ensure that discussion of this policy is held with all staff on an annual basis.
- c. Implement the Department's Harassment Prevention Program in all work units.
- d. Ensure that all administrative and supervisory staff are trained in the Department's Harassment Prevention Program within six months of appointment.
- e. Establish performance expectations for administrative and supervisory staff to implement the Department's Harassment Prevention Program; provide a harassment-free environment to job applicants, employees and clients; and promptly and thoroughly investigate allegations of harassment.

6. Procedures for Implementation

The Department's Employee Internal Administrative Inquiry Policy (Employee Informal Discrimination Complaint policy), outlined in Administrative Directive 32.6, is the internal mechanism available to handle harassment complaints. A copy of this policy and complaint procedure will be included in the Employee Handbook. Procedures for the Harassment Prevention Program will be included in the DHFS Supervisor's Manual.

7. References

Wisconsin Fair Employment Act, Chapter 111, Subchapter II, Wis. Stats.  
Titles VI and VII of the Civil Rights Act of 1964, as amended in 1991  
Sections 503 and 504 of the Rehabilitation Act of 1973

Americans with Disabilities Act of 1990  
Equal Employment Opportunity Commission's Guidelines on Discrimination  
DHFS Affirmative Action and Equal Employment Opportunity Policy  
DHFS Employee Discrimination Complaint Policy

8. Originated by

Affirmative Action/Civil Rights Compliance Office  
Bureau of Personnel and Employment Relations  
Division of Management and Technology

## **ADMINISTRATIVE DIRECTIVE**

**AD-60.3**

**Date: October 2004**

**Subject: Reasonable Accommodations for Persons with Disabilities**

### **1. Background**

The Wisconsin Fair Employment Act, Section 504 of the Rehabilitation Act, and Titles I and II of the Americans with Disabilities Act require equal opportunity for, and fair treatment of, "qualified individuals with disabilities" in employment. Such persons are defined as "an individual with a disability that, with or without an accommodation, can perform the essential functions of a job." A key concept in complying with these laws is the provision of reasonable accommodations for qualified job applicants and employees with a disability in all terms, conditions or privileges of employment.

### **2. Statement of Policy**

It is the policy of the Department of Health and Family Services (DHFS) to provide reasonable accommodations for qualified employees and job applicants with disabilities. This Department will adhere to all applicable federal and state laws, regulations and guidelines in order to provide reasonable accommodations, in a timely and cost-effective manner, to afford equal opportunity to qualified persons with disabilities in all terms, conditions or privileges of employment. Employment opportunities shall not be denied to qualified persons with disabilities because of the need to make a reasonable accommodation or because of an individual's association with a person with a disability.

Efforts to provide reasonable accommodations may include, but are not limited to, making Department-owned facilities accessible, holding meetings and Department-sponsored events in accessible facilities, negotiating for accessibility improvement with leasers, restructuring work environments or job duties, acquiring or modifying job-related equipment or materials, providing sign language interpreters, readers or drivers, and assigning employees who acquire a disability and are unable to perform their original essential duties (with or without a reasonable accommodation) to an alternative position for which they are qualified, at the same or lower pay range, within the Department.

The Department requires notification of all employment applicants that reasonable accommodations will be provided for civil service exams administered by

Department staff and for employment interviews. When new employees start working, they shall be notified of their rights to voluntarily self-identify their disability status, and to request reasonable accommodations at that time or at anytime during their employment with the Department. Following a job offer, all employees will be notified of their right to request a reasonable accommodation for a disability. New employees shall be provided with a copy of Form HFS 19, Self-Identification of Disability Survey, for voluntary self-identification, and a copy of Form DER/DAA 10, Disability Accommodation Request, if they wish to request accommodations. The DHFS **Employee Handbook** shall contain information about the process for requesting an accommodation and for appealing an unsatisfactory decision. Every two years, the Department Affirmative Action and Civil Rights Compliance (AA/CRC) Office shall conduct a self-identification and needs assessment survey of current employees, notifying them of their rights to voluntarily self-identify their disability status and to request reasonable accommodations when they respond to the survey or at any other time of their choice.

3. Procedures

Procedures for implementing the Department's policy for Transfer as an Accommodation are included in the Bureau of Personnel and Employment Relations' Operations Bulletin B-17, and in Chapter 210 of the DHFS Supervisor's Manual.

4. Responsibility for Implementation, Monitoring and Evaluation of the Reasonable Accommodation Process

The Department has vested the primary responsibility for equal employment opportunity with its division administrators and related administrative and supervisory staff. Supervisors, with assistance from the Department AA/CRC Office, are required to process written requests according to uniform procedures. Written requests shall be submitted by the employee or his/her supervisor to the Department AA/CRC Office. Persons who request an accommodation will be notified in writing of accommodation approval or disapproval within 30 work days from the date the Department AA/CRC Office receives all necessary documentation. The deadline may be extended when additional needs assessment or market research for available products is needed or when other entities must be involved. Employing units may not deny requests for reasonable accommodations solely due to the fact that the employing unit does not have adequate funds available to make the accommodations. When adequate funds are not available at the employing unit level, the Department AA/CRC Office director should be contacted to evaluate the situation and identify possible solutions. All proposed denials or modifications must be reviewed and approved by the Department AA/CRC Office.

In compliance with the Rehabilitation Act, the Americans with Disabilities Act, and the Wisconsin Fair Employment Act, the Department AA/CRC Office is assigned responsibility for the implementation and coordination of all aspects of equal employment opportunity for persons with disabilities in all employing units in keeping with departmental policy and procedure. The Department AA/CRC Office director is responsible for overseeing the uniform implementation of policy and procedures across division lines. This includes the review of division recommendations to deny or modify accommodations requested by job applicants or employees and making recommendations to the Secretary's Office.

5. Resources

**DHFS Supervisor's Manual, Chapter 210**

BPER Operations Bulletin B-17  
Form HSS-9, Confidential Information Release Authorization  
Form HSS-19, Disability Self-Identification Survey  
Form EXS-6, Internal Administrative Inquiry Form  
Form DER-DAA 10, Disability Accommodation Request

6. References

Wisconsin Fair Employment Act, Chapter 111, Subch. II, Wis. Stats.  
Sections 503 and 504 of the Rehabilitation Act of 1973  
Americans with Disabilities Act of 1990  
Title VII of the Civil Rights Act of 1964, as amended in 1991  
Omnibus Budget Reconciliation Act of 1981  
DER Bulletin DAA-33 - The Americans with Disabilities Act  
DER Bulletin DAA-12 - Reasonable Accommodation Policies  
DHFS Administrative Directive 31.7, Equal Employment Opportunity and Affirmative Action Policy

7. Originated by

Division of Management and Technology  
Bureau of Personnel and Employment Relations  
Affirmative Action and Civil Rights Compliance Office

## ATTACHMENT B

### Chapter 202 of the DHFS Supervisor Manual



## Chapter 202 Permanent Employment

### DEFINITIONS

**Appointment** -- The action of an appointing authority to place a person in a position within the agency in accordance with the law and the rules of the Administrator, Division of Merit Recruitment and Selection (DMRS). An appointment is effective when the employee reports for work or is in paid leave status on the agreed starting date and time.

**Permanent Employment** -- The employment of a career nature which requires the services of an employee for 600 hours or more on an annual basis and includes school year employment.

**Permanent Status** -- The rights and privileges attained upon successful completion of a probationary period or career executive trial period required upon an appointment to permanent, seasonal or sessional employment. (Note: Seasonal and sessional employment are not currently used in DHFS.)

**Permanent Status in Class** -- The rights and privileges attained upon successful completion of a probationary period required upon an appointment to permanent, seasonal or sessional employment. Position is a group of duties and responsibilities which require the services of an employee on a part-time or full-time basis.

**A "permanent" position** -- A position which is funded on an on-going basis as specified in the budget and is filled by a permanent employee.

**A "project" position** -- A position which is funded for at least six consecutive months but not more than four years for purpose of conducting a planned undertaking which is not a regular function of the agency. Project positions are filled by project or permanent appointments. (Ref. Chapter 204)

**Original Appointment** -- The appointment of a person who has not previously attained permanent status in class or permanent status, or the appointment of a former employee on other than a reinstatement or restoration basis to a classified position in which permanent status can be attained.

**Reinstatement** -- The act of permissive re-appointment without competition of an employee or former employee (a) to a position in the same class in which the person was previously employed or (b) to a position in another classification to which the person would have been eligible to transfer had there been no break in employment or (c) to a position in a class having a lower pay rate or pay range maximum for which the person is qualified to perform the work after the customary orientation provided to new workers in the position.

**Restoration** -- The act of mandatory re-appointment without competition of an employee or former employee:

- to a position in the same class which the person was previously employed or
- to a position in another classification to which the person would have been eligible
- to transfer had there been no break in employment or
- to a position in a class having a lower pay rate or pay range maximum for which the person is qualified to perform the work after the customary orientation provided to new workers in the position

**Transfer** -- The permanent appointment of an employee to a different position assigned to a class having the same or counterpart pay range as a class to which any of the employee's current positions is assigned. The employee must be qualified to perform the work after customary orientation provided for newly hired workers in such positions.

**NOTE:** Counterpart Pay Ranges -- pay ranges or groupings of pay ranges in different pay schedules which are designated by the Secretary, Office of State Employment Relations (OSER) to be at the same level for the purposes of determining personnel transactions.

**Promotion** -- The permanent appointment of an employee with permanent status in class to a different position in a higher class than the highest position currently held in which the employee has permanent status in class.

**Higher Class** -- A classification assigned to a higher pay range.

**Higher Pay Range** -- The pay range which has the greater pay range maximum when comparing pay ranges not designated as counterparts.

**Demotion** -- The permanent appointment of an employee with permanent status in one class to a position for which the employee is qualified to perform the work after customary orientation provided for newly hired workers in such positions, in a lower class than the highest position currently held in which the employee has permanent status in class.

**Higher Class** -- A classification assigned to a higher pay range.

**Higher Pay Range** -- The pay range which has the greater pay range maximum when comparing pay ranges not designated as counterparts.

**Transfer as an accommodation** -- A process that allows employees with a disability to be considered for transfer to comparable vacant positions when they cannot be accommodated in their current position to perform essential job functions. Employees who are eligible for this accommodation may also be considered for demotion and/or part-time positions. This process was established to ensure compliance with federal and state laws and Department policy.

## PURPOSE

The purpose of this chapter is to outline the policy and processes of personnel transactions required in the recruitment and filling of permanent, vacant positions in the Department of Health and Family Services (DHFS).

## DELEGATION OF AUTHORITY

The Secretary of the DHFS is the legal appointing authority for the Department. The Secretary's Office has delegated authority to Division Administrators and Institution Superintendents to determine which positions will be filled and to make hiring decisions. The Secretary's Office reviews and approves all hiring recommendations for division and institution positions in pay range 81-01 or equivalent.

## POSITION REVIEW PROCESS

A permanent position is filled according to the following process:

1. The Department has a Position Review Process in place in which positions that are vacant can be requested to be filled. The employing unit is responsible for initiating a Request for Exemption justifying the need for filling the position. The Exemption Request should contain the following information:
  - Position #, classification title, prior incumbent, funding source
  - Why is this position considered essential?
  - What consequences will likely occur if the position is not filled?
  - Are there any alternatives to avoid adverse consequences of not filling the position?

The exemption request is electronically submitted to "Freeze". The Request will be reviewed by the Bureau of Personnel and Employment Relations (BPER), the Office of Strategic Finance (OSF) and the Division of Management and Technology (DMT) Administrator. A recommendation is forwarded to the Secretary's Office for final approval/denial. This review process can take between 2-3 weeks. If the request is urgent, the employing unit should indicate "rush" or "expedited request" in the subject line when the request is sent to "Freeze".

2. It is the supervisor's responsibility to initiate the Request to Fill (RTF) by following employing unit procedure. Part of the process to initiate the RTF requires that the position description (PD) be reviewed and updated, if necessary. For detailed information on how to write a PD, please refer to the "Guide to Position Description Writing". In addition, a current approved organization chart should be included. Other forms may also need to be completed if the position is designated as Confidential, Management or Supervisory. These forms are located in DHFS' Forms Directory. Supervisors should contact their Division/Institution Human Resources Representative for access to this material or if there are questions about initiating a request to fill a vacant position.

3. According to employing unit procedures, data is entered into the Payroll/Personnel Input Verification System (PIVS) which initiates an RTF. The RTF is electronically sent to the appropriate review levels. The review levels may include some or all of the following: BPER, Affirmative Action/Civil Rights Compliance (AA/CRC) Office, OSF, Division Administrator/ Institution Superintendent, Department of Administration (DOA) Budget Office, and Office of State Employment Relations (OSER).
4. A BPER Human Resources Specialist reviews the PD, organization chart, and any additional forms to determine the proper classification. If this information is not clear, the BPER Human Resources Specialist will discuss the position with the appropriate Division/Institution Human Resources Representative and supervisor, if necessary, to determine the appropriate job classification for the position. Some positions also require classification approval by OSER.
5. The DHFS OSF reviews the RTF transaction in the following situations:
  - All new positions
  - Positions with a classification change of 2 or more pay ranges (up or down)
  - All positions in pay range (PR) 81-03 and above
  - Positions vacant 12 months or more
  - Specially funded appropriations
  - All transfers between direct care and indirect care classes
  - Any transaction that requires DOA approval

**NOTE:** If the RTF is for a DHFS "at-risk" person, it only needs to be approved by OSF, no matter what the class changes are.

6. The DOA State Budget Office reviews the RTF transaction in the following situations:
  - All new positions
  - Positions with a classification change of 2 or more pay ranges (up or down)
  - Positions in pay range (PR) 81-03 and above
  - Positions vacant 12 months or more
  - All frozen positions
  - All positions converted to Attorney (requires approval by Governor's Office)

#### REFERRAL PROCESS

After the RTF has been processed through all review levels in the position clearance process, the vacant position is considered authorized for staffing.

Mandatory staffing processes include those required by bargaining unit contracts, Rules of the Administrator, Division of Merit Recruitment and Selection, and Departmental policy relating to transfer, bumping, restoration, contractual transfer, and alternatives in lieu of layoff. Referrals of names under any of these mandatory processes will be coordinated between the Division/Institution Human Resources Representative and BPER. Supervisors should contact their Division/Institution Human Resources Representative for assistance in these situations.

Permissive referrals are processed for employees who have been identified for potential layoff, Transfer as an Accommodation (i.e., who have been separated as a result of a job related injury or illness), or who are in any special situations and must be given consideration for any vacant positions in the Department for which the employee is interested and qualified. These employees need not be interviewed, but they should be given objective consideration by reviewing their resume and/or appropriate forms which are available in BPER. Appointing authorities who do not rehire employees who are separated as a result of job related injury or illness must provide documentation which cites the reasons for the non-hire.

If the position has not been filled in any of the previous steps, there are three optional methods of filling a vacant position without competition (transfer, demotion, reinstatement). Supervisors should contact their Division/Institution Human Resources Representative if they have questions about using any of these options.

## **STAFFING AND RECRUITMENT PROCESS**

1. An employment register is a list of candidates who are eligible for a vacancy as determined by the civil service examination process. A determination of whether to use an existing employment register or establish a new employment register must be made if a position is not filled using any of the preceding methods. The BPER Human Resources Specialist will contact the appropriate manager or supervisor to discuss any options that are available.

In order to ensure that there is no adverse effect on the Department's AA/EEO program, all requests for authorization to use a related register, or to extend or reactivate a register, shall require the review and signature of the Department AA Officer.

Establishing a new employment register usually requires a recruitment strategy, a job announcement, exam development and the use of rating panels. In the event that a new employment register is needed, the BPER Human Resources Specialist will work closely with the supervisor or manager. The Department AA Officer must approve the Recruitment Activity Plan (RAP) for underutilized positions before the start of recruitment.

2. Referral of candidates to the supervisor occurs when candidates are certified from employment registers according to specific certification rules. Typically the certification list will consist of the names of the top candidates who have passed the civil service examination. In addition, it may include candidates who are certified under Veteran's Preference and/or expanded certification based on race or ethnicity, gender, and/or disability. The Division/Institution Human Resources Representative sends a certification list containing the name, address and phone number for each certified candidate to the supervisor. Supervisors should contact their Division/Institution Human Resources Representative if there are any questions regarding the certification list.

3. When the certification list is prepared for supervisory/managerial positions, Career Executive positions in 81-01 and 81-02 or equivalent, positions that are underutilized, or when the certification list includes target group members, a copy of the certification list will be sent to the Department AA/CRC Office for monitoring purposes. The supervisor has a responsibility to give equal consideration to all certified candidates who are interested in the position. Equal consideration usually includes an interview. The supervisor also has a responsibility to adhere to the principles of nondiscrimination and Affirmative Action in considering and evaluating each candidate's qualifications without regard to age, ancestry, arrest or conviction record, color, creed, disability, gender, genetic testing, honesty testing, marital status, membership in the national guard, state defense force or any other reserve component of the military forces of the U.S. or of the State of Wisconsin, national origin, political affiliation, religion, sexual orientation, or use or non-use of lawful products off the employer's premises during non-working hours.

### **INTERVIEW PROCESS**

1. Scheduling interviews upon receipt of the certification list is the supervisor's responsibility. Candidates to be interviewed are contacted and their interest in the position confirmed, personal interviews scheduled and the candidates informed on the policy of reasonable accommodations during interviews.

If a candidate cannot be reached by telephone, the supervisor must send, via first class mail, a written notice of the fact that the candidate has been certified for interview. This notice should be sent as soon as the list is received in order to avoid any potential delay in the interview process. The notice should include the name, address, and telephone number of the individual the candidate should call, within five working days (Monday through Friday, excluding Saturday, Sunday, and Holidays), to set up an appointment for interview. If the candidate does not respond within five working days after the notice is sent, there is no further obligation to consider the candidate. Supervisors are encouraged to contact their Division/Institution Human Resources Representative to determine if there are additional candidates that may be certified.

2. It is DHFS policy to provide reasonable accommodations to persons with disabilities. Accordingly, job candidates must be notified of the availability of reasonable accommodations for interviews. The statement, "if you require an accommodation for the interview, please call \_\_\_\_\_ at \_\_\_\_\_ as soon as possible before the scheduled interview," must be included in all letters to candidates scheduling or confirming an interview. If letters are not used, the notification must be read to candidates over the telephone when scheduling the interview. In the case of deaf or hard-of-hearing candidates the accommodation statement can be transmitted via the Department TTY line. The Department AA/CRC Office can be contacted for assistance.

All requests for accommodation in the interview as well as responses to the request must be documented in writing. If it is immediately apparent that a request does not seem reasonable or achievable, the supervisor should advise the candidate as soon as possible. The supervisor should contact their Division/Institution Human Resources Representative or the Department AA/CRC Office for questions on any accommodation requests before notifying the candidate.

All written documentation, including those from telephone conversations, should be sent to the Division/Institution Human Resources Representative in a sealed envelope marked "Confidential" after the interviews have been conducted. Copies should not be retained in any other file.

3. Balanced Job Interview Hiring Panels and Interview Screening Panels are encouraged by the Department and OSER in order to ensure the implementation of equal opportunity and affirmative action hiring policies and procedures. Governor's Executive Order Number 39 directs that every effort shall be made to provide balanced panels for all civil service positions. By requiring the use of balanced panels in specific circumstances, the Department intends to ensure that:

- applicants who are affirmative action target group members (i.e., racial and ethnic minorities, women and persons with disabilities) will receive appropriate consideration consistent with equal opportunity and with provisions of approved affirmative action plans,
- job applicants will receive consideration in a manner which prevents disparate impact on protected group members, and
- supervisors and managers are sensitive to and interested in carrying out affirmative action, equal employment opportunity and service delivery equity policy and procedure in all their actions.
- Affirmative Action measures are intended to assist in the elimination of present effects of past discrimination for racial/ethnic minorities, women and persons with disabilities and to assist employing units and the Department in meeting AA goals.

Protected groups is a term used to refer to groups of job applicants who are protected from unlawful discrimination in all terms, conditions or privileges of employment, by federal and/or state laws.

4. In DHFS, balanced interview panels are required when:

- the position to be filled is in an underutilized job group
- there is a target group member on a certification list
- the position to be filled is designated as supervisory or management
- three or more hires are planned from the same certification

Whenever a non-panel member is present during the interview, both the purpose of attendance and the role of that person should be clearly explained to the panel and the candidates. Non-panel members with an identified purpose and a separate role (i.e., technical assistance on personnel matters or non-specific questions regarding the duties and responsibilities of the position) are excluded from the discussion of the panel in preparing its recommendations to the hiring authority.

It is recommended that whenever possible, panel members be at or above the level of the position to be filled. However, since the interview is not part of the examination process, it is not mandatory that panel members be at or above the level of the position to be filled. Panel members need not be state employees. Represented employees may be used as panel members based on their knowledge or expertise in relation to the job.

5. A Balanced Job Interview Hiring Panel is a group of individuals responsible for interviewing and recommending candidates for further hiring consideration. A balanced interview panel typically consists of at least three persons, two of whom are target group members -- racial/ethnic minorities, women and/or persons with disabilities. Every effort should be made to include representatives of at least two of the three target groups. If the appointing authority is unable to balance the panel in this manner, s/he should consult with the Department Affirmative Action Officer. Individuals considered for inclusion in a panel should be familiar with the duties and responsibilities of the position to be filled and with the skills, knowledge and abilities required to perform the essential tasks. Supervisors should contact their Division/Institution Human Resources Representative for assistance in establishing a balanced interview hiring panel.
6. A Balanced Job Interview Screening Panel is a group of individuals responsible for screening job candidates by means of interviews, evaluations of specific qualifying or disqualifying background requirements and/or education and work history requirements, or other techniques of assessing job suitability. The screening panel interviews and recommends candidate(s) for further consideration to the supervisor for a final interview. The balanced interview screening panel typically consists of at least three persons, two of whom are target group members -- racial/ethnic minorities, women and/or persons with disabilities. Every effort should be made to include representatives of at least two of the three target groups. If the appointing authority is unable to balance the panel in this manner, s/he should consult with the Department Affirmative Action Officer. Individuals considered for inclusion in a panel should be familiar with the duties and responsibilities of the position to be filled and with the skills, knowledge and abilities required to perform the essential tasks. Supervisors should contact their Division/Institution Human Resources Representative for assistance in establishing a balanced interview screening panel.
7. Applicants for state employment routinely receive very little information about the positions for which they apply. Therefore, a well-written, comprehensive Position Description (PD) is one of the interviewer's best tools. The PD should focus on what



will be expected of the employee and the interviewer should be very familiar with the components of the job as described in the PD.

It is recommended that a copy of the PD and a description of any special working conditions be sent to all candidates prior to the interview. When adequate information about the job is provided to candidates prior to the interview, it increases the candidate's ability to make a good decision about whether he or she should remain in the selection process. Preparing this information also helps the supervisor better assess the qualifications of the candidates. If this information is not shared with the candidates in advance, it should be made available to them during the interview preparation time.

8. Interview questions and criteria should be developed with enough lead-time for the Division/Institution Human Resources Representative's and/or BPER Human Resources Specialist's reviews. A few sentences, statements or paragraphs should be developed to define the criteria or types of information being sought for each question. The interview is not an exam; therefore, numerical scores and rankings should not be used (see #11). The Department AA/CRC Office will work with the Division/Institution HR Representative and/or BPER HR Specialist to assure that the questions and criteria are job related and free from bias. The Department AA/CRC Office will review and approve all interview questions and criteria for Career Executive and Management/Supervisory positions in PR 81-01, 81-02 and 81-03 or equivalent.

It is confusing for a candidate to have the interviewer ask more than one question at a time. So, in preparing questions, check them to make sure they ask only one question. Eliminate questions that have no relation to the job or have been adequately evaluated in earlier screening processes.

Supervisors may refer to an "Information That the Interviewer May or May Not Ask of Potential Employees" (PDF, 7KB) table which is intended to help the interviewer formulate questions that will elicit the appropriate information needed to make an employment decision.

9. Interview panels have a specific role and function. It is the responsibility of the hiring authority or designee to define the role of the panel and to clarify their expectations about the type of experience that will best meet the requirements of the job as well as the current needs of the work unit. This is normally done by instructing or briefing the panel about the responsibilities of the job and the work setting. The hiring authority must also instruct the panel to place all of the candidates within defined groupings. Additionally, they should be reminded of our obligations under AA/EEO.
10. In cases where an employment interview includes an exercise or interview technique which deviates from the traditional question and answer interview format, all candidates should be informed of that fact at the time they are contacted to set up

their interview appointments. This will allow candidates who may need them to request a special accommodation for their interview.

In conducting the interview, putting the candidate at ease will result in a more productive interview. Being interested and attentive toward the candidate and asking questions requiring more than a "yes" or "no" answer can help establish good rapport. The interviewer should also evaluate his/her interviewing behavior objectively or have a colleague offer an opinion. The candidate's impression of the organization will be based in part on the interviewer's behavior.

The PD or job duties should be discussed with the candidate at the beginning of the interview. Appropriate questions for all candidates would be:

- Do you have any questions about the PD or any specific tasks of this job?
- Do you have any questions about the work location or schedule?
- Do you have any questions about the duties listed in the PD?
- Can you perform these duties with or without an accommodation?

It is very important to be consistent and follow the law in the information requested and requirements expected of candidates. All information requested or considered in the selection process must be related to the performance of the job duties and responsibilities and the same information must be requested of all candidates. Questions such as "How would you perform task "x"?" can be asked of all candidates. Questions asked of candidates of one gender, older candidates, people of color, or persons with readily observable disabilities but are not asked of other candidates seeking the same job, are illegal and considered to be evidence of discrimination. Personal questions about marital status, plans to have children, childcare arrangements, and personal background that are not related to job performance are discriminatory. Questions related to personality or character traits such as creativity or initiative are difficult to evaluate and should also be avoided. Questions about arrest or conviction records should not be discussed during any interview.

It should be noted that it is not legal to ask a candidate questions regarding his/her disability. It is also not appropriate to raise questions in the interview session regarding the candidate's need for any accommodations on the job.

If a candidate volunteers information about a disability or the need for an accommodation, the interviewer may not explore that information with the candidate. Interviewers should politely limit discussion of disabilities or accommodations initiated by the candidate in the interview setting. Accommodations are appropriately discussed once an offer of employment has been made.

The interviewer is required to give all certified candidates equal consideration and to assess from the interview and reference checks the knowledge, skill or abilities of the candidates to do the job.

11. The interview hiring and/or screening panel should make a recommendation regarding each candidate. After discussing the information provided by the candidates, interview panel members should place the candidates in one of the following categories:

- For Final Consideration
- No Further Consideration at This Time
- No Further Consideration

A hire is typically made from the "For Final Consideration" group. If a hire is not viable from this group because of references, lack of applicant interest in the job offer, etc., the supervisor may obtain another group of final candidates from the second group.

12. It is advisable that supervisors obtain and check references from several sources including previous supervisors for those candidates of interest. Such reference checks should be based only on job-related factors. Caution should be used since references from past employers may in some cases be significantly distorted either positively or negatively based on factors not known to the prospective new supervisor.

Supervisors can refer to an "Examples of Reference Check Questions" table that includes some typical reference questions. Reference information should be documented and retained along with the interview notes.

13. The approval of the Department's AA/CRC Office is required for all division and institution appointments to supervisory/managerial positions, Career Executive positions in 81-01 and 81-02 or equivalent, all 81-03 positions, positions that are underutilized, or when the certification list includes target group members. Institutions are exempt from the AA/CRC Office approval process for all positions in 81-04 and 81-05 or equivalent. The Institution Superintendent has delegation to review requests to hire, keeping in mind the Department's Affirmative Action goals. In addition, all appointments to positions in 81-01 require the approval of the Secretary's Office before an offer of employment can be made. The Department's Affirmative Action and Equal Opportunity goals will be taken into consideration when reviewing hiring requests.

14. The AA/CRC Office must approve hires in 81-01 before the hiring request is forwarded to the Secretary's Office for review. Once approved, the Division/Institution is responsible for obtaining the Secretary's Office review/approval.

Upon approval of any of the above hires, the AA/CRC Office will notify the Division/Institution HR Representative, BPER Chief of Human Resources Services and BPER Team Leaders.

15. Any time there is an affirmative action goal and an AA target group candidate is certified or eligible for consideration but not recommended for hire:
- a. Before any offer of appointment, an informal discussion will be held between the Department AA Officer and the highest level hiring official or designee in the division who is responsible for the recommendation not to hire.

They will review the explanation or circumstances regarding the recommendation not to hire and strive to reach a consensus on the decision. If the Department AA Officer does not agree with the recommendation made by the hiring official, they proceed to the next step - 15 b.

- b. If a consensus or agreement is not reached between the Department AA Officer and the highest level hiring official, both parties shall jointly consult with the Secretary's Office regarding the appropriateness of the recommendation not to hire and the final decision will be reached.
  - c. Prior to any offer of appointment, if an agreement to make the affirmative action hire is not reached in 15a or 15b above, the Appointing Authority or designee responsible for the hiring decision shall draft and submit a written justification that explains the non-selection to the Department AA Officer. The Department AA Officer or designee will review the written justification and acknowledge his/her agreement or disagreement in writing.
16. Division Administrators/Institution Superintendents may require candidates, who self-identify as Native Americans for affirmative action purposes, to document their status if there is reason to believe it necessary to do so. Native Americans are defined as persons:
- Possessing 1/4 degree of documented tribal descendency; or
  - Enrolled with a federal or state recognized tribe; or
  - Recognized by a federal or state recognized tribe as a Native American for state affirmative action purposes.
- Documentation to be provided by candidates includes, but is not limited to:
- Tribal identification or enrollment card.
  - Letter from tribe verifying the individual's status as a member.
  - Letter from the Bureau of Indian Affairs verifying their status.
17. For a person certified under veterans preference, verification of the individual's eligibility must occur before the job offer is made. At the time the supervisor recommends a hire, the Division/Institution Human Resources Representative should determine if the candidate has veterans preference status.

Under current procedures, applicants self-report their veterans status according to the information in the "Veterans Preference Supplement" form - OSER-MRS-38L. At a minimum the candidate's status can be verified by reviewing the

veteran's Certificate of Release or Discharge From Active Duty, commonly called the "DD214". The DD214 should indicate the veteran's service dates and whether s/he was awarded, authorized or entitled to the Armed Forces Expeditionary Medal or the Vietnam Service Medal. In addition, authorization to wear the National Defense Service Medal is an indicator that the veteran served during a qualifying war time period. Other documentation used to verify eligibility may be letters from the U.S. Departments of Defense, Army, Navy, or Air Force stating a veteran's eligibility for the expeditionary medal for the appropriate campaign or conflict.

When verifying eligibility for veterans preference, agency personnel should notify the affected veteran that continuing in the selection process will require verification of his or her status. This notice is typically given when scheduling interviews and is usually in writing. Only those veterans certified under 230.25(1m), Stats., (those who receive veterans preference) require verification.

In addition to verifying eligibility for awarding of preference points, the Division/Institution Human Resources Representative must also verify the employment status of a veteran before making an offer of employment. An applicant is not eligible for veterans preference if he or she holds a permanent civil service appointment or has mandatory restoration rights to a permanent appointment to any position. Employment status information may be obtained concurrently with veterans preference information.

In addition, a Veterans New Hire Report form - OSER-DAA-16 must be completed by all employees who are new original hires by the State of Wisconsin. A new original hire is defined as a first-time state employee. Employees include classified, unclassified, project and limited term employees. This form must be completed by veterans and non-veterans and returned to the employing unit payroll office. Supervisors should contact their Division/Institution Human Resources Representative for assistance.

18. Eligibility for an original appointment to a position in the classified service requires that the candidate comply with the registration requirements of the Selective Service System. With only a few exceptions, the registration requirement applies to all male U.S. citizens and male aliens residing in the United States who are 18-25 years of age. Additional information about who is required to register and verification of registration is available at [www.sss.gov](http://www.sss.gov). It is recommended that Division/Institution Human Resources Representatives verify this information prior to the offer of employment. If the verification is not done until the first day of employment and the employee has not registered (and is required to do so) and declines to register at that point, the offer of employment must be rescinded.
19. Completion of the "Written Hiring Reason for Classified and Project Appointments" form - OSER-DAA-11; is required for all permanent (new and promotional) appointments and all appointments to project positions. When a certification list

indicates that an Affirmative Action target group member has been certified (i.e., women, racial/ethnic minorities and/or persons with disabilities), and the candidate proposed for hire is not a member of a target group, follow the procedures in #13, #14 and #15 above.

One copy of the justification signed by the Division Administrator will be attached to the "Written Hiring Reason for Classified and Project Appointments" form. These forms should be kept by the Division/Institution HR Office for five years. The Department AA Office will also keep one copy.

20. The interview is one of the most important steps in the hiring process. Interview notes could well be a primary defense if a complaint or appeal is filed on the appointment process. An appeal of a personnel action within the Wisconsin Civil Service Statutes alleged to be illegal or an abuse of discretion may be appealed to the Wisconsin Employment Relations Commission (WERC) if the appeal is filed within 30 days after the effective date of the action, or within 30 days after the appellant is notified of the action.

A discrimination complaint is filed with the Wisconsin Equal Rights Division, Department of Workforce Development if the appeal alleges discrimination in employment based on age, ancestry, arrest or conviction record, color, creed, disability, gender, genetic testing, honesty testing, marital status, membership in the national guard, state defense force or any other reserve component of the military forces of the U.S. or of the State of Wisconsin, national origin, political affiliation, religion, sexual orientation, or use or non-use of lawful products off the employer's premises during non-working hours. The time limit for that part of the appeal is 300 days after the alleged discrimination occurred. Therefore, interview notes should be kept for five years. Consult your Division/Institution Human Resources Representative for interview note retention procedures.

### The Appointing Authority Makes an Appointment to the Position

Information in this section also applies to candidates appointed on a transfer, reinstatement, or voluntary demotion basis.

Appointment decisions should be made on a non-discriminatory basis in compliance with EEO laws (refer to #20 above).

Once an offer of employment has been made, it is appropriate for the supervisor to discuss reasonable accommodations (See Chapter 210).

Establishing pay rates upon appointment may involve the exercise of discretion that could result in pay equity problems within the work unit, employing unit and/or the Department. Some pay rates upon appointment are covered by bargaining unit contracts. Pay rates for broadbanded positions require that BPER and the DMT Administrator's Office review and approve the proposed pay rate before it can be offered. In addition,

some transactions that involve the use of Hiring Above the Minimum (HAM) also require review by the OSER. (See: Ch. 226 for detailed information on starting pay rates for various types of permanent appointments and HAM.)

After an offer of employment has been made and accepted, the supervisor must establish the appropriate effective date for the appointment and notify the Division/Institution Human Resources Representative of the hiring action following employing unit procedure.

**NOTE:** Voluntary demotions require a written request from the employee, the Division Administrator's/Institution Superintendent's written response, and the employee's written acceptance. This documentation should be submitted to the employing unit human resources office.

BPER has developed the following guidelines, applicable to all employing units, which establish effective dates for various types of appointments to permanent or project positions. For divisional employing units, prior consent from BPER Payroll is required to establish any alternate effective dates.

**NOTE:** It has been Department practice to minimize the number of original appointments in the months of October, November and December. This practice was established because an original appointee is eligible for leave benefits that must be used before the end of the calendar year.

#### **APPOINTMENT TYPE**

#### **EFFECTIVE DATE**

**Original:**

**Any time during the pay period**

**Demotion, Promotion, Transfer:**

Within same employing unit

Sunday of the 1<sup>st</sup> week of the pay period

Different employing unit

Sunday of the 1<sup>st</sup> or 2<sup>nd</sup> week of pay period

Reinstatement:

Monday of the 1<sup>st</sup> or 2<sup>nd</sup> week of pay period

Candidates selected for appointment will be sent an appointment letter once all review levels are completed.

Immediately upon confirming a selection, the supervisor is responsible for initiating a letter to each candidate interviewed but not selected.

Federal law requires new employees to document their employment eligibility to work in the United States. All new hires--permanent, project, seasonal, LTE, full-time and part-time-- must complete Section 1 of the "Employment Eligibility Verification" Form I-9 and present it in person along with supporting documents to the employing unit human resources office. The documentation process must be completed by the end of the third day of employment.

Divisions and Institutions have implemented various procedures for notifying employees of this requirement and for carrying out the process. Check with your Division/Institution Human Resources Representative for more specific information. New employees who have questions on the process, form completion, or who do not have the required documentation are instructed to call their employing unit contact person immediately. Failure to complete the process by the end of the third day on the job may jeopardize that employee's continued employment.

Employees appointed to permanent or project positions may or may not be able to be placed on probation. Some probationary periods are permissive while others are mandatory. (See Chapter 212 for detailed information about the length and discretion available in establishing a probationary period.)

#### REFERENCES

s. 230, Wis. Stats.  
ER-MRS 6, 11-15, 17  
Wis. Adm. Code; Chapter 104  
Wisconsin Human Resources Handbook  
State Compensation Plan  
Collective Bargaining Agreements  
State and Federal employment laws  
State Standards for Affirmative Action and Equal Opportunity Plans

Last modified: November 30, 2004



## DEPARTMENT OF HEALTH AND FAMILY SERVICES

STATEWIDE RECRUITMENT JOB GROUPS BY  
CLASSIFICATION AND AA GROUP

	Job Group Title	
<b>001</b> <b>Min</b>	ADMINISTRATORS - SENIOR	ADMINISTRATIVE MANAGER
		ARCHITECT/ENGINEER MANAGER
		BUDGET & POLICY MANAGER
		DEPUTY INSTITUTION SUPERINTENDENT
		DEPY ADMR HEALTH & FAMILY SERVICES
		DIR BUR MILW CHILD PROTECTIVE SVCS
		DIR OFFICE STRATEGIC FINANCE
		DISABILITY DETERMINATION MANAGER
		ENVIR HEALTH MANAGER
		ENVIRONMENTAL HEALTH MANAGER
		FINANCIAL MANAGER
		HEALTH CARE FINANCING MANAGER
		HUMAN RESOURCES MANAGER
		HUMAN SERVICES MANAGER
		HUMAN SERVICES REGIONAL OPS MGR
		INSTITUTION MGT SERVICES DIRECTOR
		INSTITUTION SUPERINTENDENT
		INSTITUTION TREATMENT DIRECTOR
		MANAGEMENT INFORMATION MANAGER
		NUCLEAR ENGINEER MANAGER
		PLANNING & ANALYSIS MANAGER
		PUBLIC HEALTH MANAGER
		PURCHASING DIRECTOR, DHFS
		QUALITY ASSURANCE MANAGER
<b>028</b> <b>F</b>	ARCHITECTS & ENGINEERS	ARCHITECT-SENIOR
		ARCHITECT/ENGINEER MANAGEMENT
		ARCHITECT/ENGINEER MGT
		CIVIL ENGINEER-ADV
		CONSTRUCTION REP-JOURNEY
		ENVIR CIVIL ENGINEER-ADV
		NUCLEAR ENGINEER
		NUCLEAR ENGINEER-ADV
		NUCLEAR ENGINEER-SENIOR
		NUCLEAR ENGINEERING SPEC SUPV
		RADIATION ENGINEERING SPEC SUPV
		RADIATION ENGINEERING SPEC-ADV 1
		RADIATION ENGINEERING SPEC-ADV 2
<b>119</b> <b>Min</b>	ATTORNEYS	ATTORNEY
		ATTORNEY MANAGEMENT
		ATTORNEY SUPERVISOR

<b>226</b> <b>Min</b>	CLAIMS DETERM, COLLECTIONS	DISABILITY CLAIMS REVIEWER
		DISABILITY CLAIMS SPECIALIST
		DISABILITY DETERMIN SPEC-ENTRY
		DISABILITY DETERMIN SPEC-OBJ
		DISABILITY DETERMIN SUPV
<b>240</b> <b>F/Min</b>	CORRECTIONS OCCUPATIONS	CORRECTIONAL OFFICER
		CORRECTIONAL SERGEANT
		PSYCHIATRIC CARE SUPERVISOR
		SUPERVISING OFFICER 2
<b>065</b> <b>Min</b>	DIETITIANS AND NUTRITIONISTS	DIETITIAN-ADMINISTRATIVE
		DIETITIAN-CLINICAL
		PUBLIC HEALTH NUTRITION SECT CHIEF
		PUBLIC HEALTH NUTRITIONIST 2
		PUBLIC HEALTH NUTRITIONIST 3
<b>057</b> <b>F</b>	DOCTORS, DENTISTS,	DENTIST
		PHYSICIAN
		PHYSICIAN MANAGEMENT
		PHYSICIAN SUPERVISOR
		PHYSICIAN-SUPERVISOR
		PSYCHIATRIST
		PSYCHIATRIST MANAGEMENT
<b>050 Min</b> <b>016</b> <b>F/Min</b>	ENVIRONMENTAL SPEC/ FISCAL AND RELATED PROF &	HYDROGEOLOGIST-ADV
		ACCOUNTANT
		ACCOUNTANT-ADV
		ACCOUNTANT-ADV MGT
		ACCOUNTANT-JOURNEY
		ACCOUNTANT-SENIOR
		AUDITOR
		AUDITOR-ADV
		AUDITOR-JOURNEY
		AUDITOR-SENIOR
		AUDITOR-SENIOR (DHFS)
		BUDGET & POLICY SUPV-ADV
		COLLECTIONS SPECIALIST
		FINANCIAL MANAGEMENT SUPERVISOR
		FINANCIAL PROGRAM SUPERVISOR
		FINANCIAL SPECIALIST PROGRAM SUPV
		FINANCIAL SPECIALIST SUPV
		HEALTH CARE FINANCING SUPERVISOR
		HEALTH CARE RATE ANALYST-ADV
		HEALTH CARE RATE ANALYST-SENIOR
<b>066</b> <b>Min</b>	HEALTH THERAPISTS	PAYROLL & BENEFITS PROGRAM SUPV
		AUDIOLOGIST
		OCCUPATIONAL THERAPIST
		OCCUPATIONAL THERAPIST-SENIOR
		OCCUPATNL THERAPIST-SENIOR
		PHYSICAL THERAPIST-SENIOR

		RESPIRATORY THERAPIST 1
		RESPIRATORY THERAPIST 4
		RESPIRATORY THERAPIST 5
		SPEECH/LANGUAGE PATHOLOGIST
		SPEECH/LANGUAGE PATHOLOGIST-
		THERAPIES CONSULTANT
		THERAPIST
		THERAPIST SUPERVISOR
		THERAPIST-SENIOR
		THERAPY PROGRAM SUPERVISOR
<b>020</b>	HUMAN RESOURCES PROF &	EMPLOYMENT RELATIONS SPECIALIST
<b>Min</b>		HUMAN RESOURCES COORDINATOR
		HUMAN RESOURCES PROGRAM OFFICER
		HUMAN RESOURCES SPECIALIST
		HUMAN RESOURCES SPECIALIST-ADV
		HUMAN RESOURCES SPECIALIST-SENIOR
		INSTITUTION HUMAN RESOURCES DIR-AD
		INSTN HUMAN RESOURCES DIRECTOR-
		TRAINING COORDINATOR
		TRAINING DIRECTOR
		TRAINING OFFICER
		TRAINING OFFICER CONF
		TRAINING OFFICER-SENIOR
		TRAINING SUPERVISOR
<b>293</b>	INSPECTORS/INVESTIGATORS –	CONSUMER PROTECTION INVESTR 2
<b>Min</b>		CONSUMER PROTECTION INVESTR 3
		PUBLIC HEALTH SANITARIAN-ADV
		PUBLIC HEALTH SANITARIAN-SENIOR
<b>247</b>	LAW ENFORCEMENT AND PUBLIC	DHFS SECURITY DIRECTOR
<b>Min/F</b>		SECURITY OFFICER 2
		SECURITY OFFICER 3
		SUPERVISING OFFICER-DHFS
<b>108</b>	LIBRARIANS, ARCHIVISTS,	LIBRARIAN
<b>Min/F</b>		LIBRARIAN SUPERVISOR
<b>043</b>	MANAGEMENT INFORMATION	INFORMATION SYSTEMS SUPERVISOR 2
<b>Min</b>		IS BUSINESS AUTOMATION SENIOR
		IS BUSINESS AUTOMATION SPECIALIST
		IS COMPREHENSIVE SERVICES PROF
		IS COMPREHENSIVE SERVICES SENIOR
		IS COMPREHENSIVE SERVICES SPEC
		IS CONSULTANT MANAGEMENT
		IS DATA SERVICES CONSLT/ADMR
		IS DATA SERVICES SENIOR
		IS DATA SERVICES SPECIALIST
		IS NETWORK SERVICES CONSLT/ADMR
		IS NETWORK SERVICES PROFESSIONAL
		IS NETWORK SERVICES SENIOR

		IS NETWORK SERVICES SPECIALIST
		IS PROFESSIONL-SENIOR CONF
		IS SUPERVISOR 2
		IS SYSTMS DEVMNT SERVICES CNS/ADMR
		IS SYSTMS DEVMNT SERVICES PROF
		IS SYSTMS DEVMNT SERVICES SENIOR
		IS SYSTMS DEVMNT SERVICES SPEC
		IS TECHNICAL SERVICES CONSLT/ADMR
		IS TECHNICAL SERVICES PROF
		IS TECHNICAL SERVICES SENIOR
		IS TECHNICAL SERVICES SPECIALIST
<b>063</b>	PATIENT CARE PROF & SUPV	DIRECTOR OF NURSING
<b>Min</b>		NURSE CLINICIAN 2
		NURSE CLINICIAN 2-WEEKEND
		NURSE CLINICIAN 3
		NURSE CLINICIAN 4
		NURSE PRACTITIONER
		NURSING ADMINISTRATOR
		NURSING CONSULTANT 1
		NURSING CONSULTANT 2
		NURSING INSTRUCTOR 1
		NURSING INSTRUCTOR 2
		NURSING SPECIALIST
		NURSING SUPERVISOR
		PHYSICIAN ASSISTANT
		PUBLIC HEALTH NURSE 2
		PUBLIC HEALTH NURSE 3
<b>044</b>	PLANNING/RESEARCH PROFES &	BUDGET & POLICY ANALYST AGENCY
<b>Min</b>		BUDGET & POLICY ANALYST AGENCY-ADV
		BUDGET & POLICY ANALYST DIV-ADV
		BUDGET & POLICY ANALYST DIVISION
		PROGRAM & PLANNING ANAL-ADV MGT
		PROGRAM & PLANNING ANAL-ADV SUPV
		PROGRAM AND PLANNING ANALYST-ADV
		PROGRAM AND PLANNING ANALYST-SEN
		RESEARCH ANALYST
		RESEARCH ANALYST 5
		RESEARCH ANALYST 6
		RESEARCH ANALYST 7
		RESEARCH ANALYST-ADV SUPERVISOR
<b>019</b>	PROGRAM SUPPORT PROF & SUPV	ADMIN POLICY ADVISOR
<b>Min</b>		ADMINISTRATIVE POLICY ADVISOR
		ADMINISTRATIVE PROGRAM
		ADMINISTRATIVE RULES COORD
		ADMINISTRATIVE RULES OFFICER
		AGENCY LIAISON
		AREA ADMINISTRATOR

		ASSISTANT AREA ADMINISTRATOR
		ASST TO REG FIELD OPERATIONS DIR
		COMMUNITY SERVICES SPECIALIST
		CONTRACTS SPECIALIST
		CONTRACTS SPECIALIST-ADV
		CONTRACTS SPECIALIST-SENIOR
		CONTRACTS SUPERVISOR
		CORRECTIONS ADMIN SPECIALIST-CONF
		DHFS TELECOMMUNICATIONS COORD
		ECONOMIC SUPPORT SUPERVISOR
		FACILITIES MANAGEMENT OFFICER
		FACILITIES MANAGEMENT SPECIALIST 1
		FACILITIES MANAGEMENT SPECIALIST 2
		FLEET OPERATIONS SPECIALIST
		GRANTS SPECIALIST
		GRANTS SPECIALIST-ADV
		HEALTH & FAMILY SERVICES SUPV
		HEALTH INFORMATION SUPV
		HEALTH SERVICES SPECIALIST 1
		HEALTH SERVICES SPECIALIST 2
		HUMAN SERVICES AREA COORDINATOR
		HUMAN SERVICES LICENSING SPEC
		HUMAN SERVICES PROGRAM COORD
		HUMAN SERVICES PROGRAM COORD-SEN
		HUMAN SERVICES SYSMS CONTRACT
		INSTITUTION ENVIR SERVICES SUPV
		LEGISLATIVE LIAISON
		MEDICAID PUBLICATIONS COORDINATOR
		OFFICE MANAGEMENT SPECIALIST
		PARALEGAL SUPERVISOR
		PARALEGAL-ADV
		PUBLIC HEALTH PROGRAM ADVISOR
		QUALITY ASSURANCE PROG SPEC
		QUALITY ASSURANCE PROG SPEC-
		RECORDS AND FORMS OFFICER-DHFS
		RECORDS/FORMS MANAGEMENT SPEC-
		REGULATORY SPECIALIST
		REGULATORY SPECIALIST-SENIOR
		RISK MANAGEMENT MANAGER
		RISK MANAGEMENT SPECIALIST-SEN
		STAFF COORDINATOR
		STAFF SUPPORT SPECIALIST
		VITAL RECORDS PROGRAM SPECIALIST
		VITAL RECORDS PROGRAM SUPERVISOR
<b>111</b>	<b>PSYCHOLOGISTS</b>	PSYCHOLOGICAL ASSOCIATE(A)
<b>F</b>		PSYCHOLOGICAL ASSOCIATE(B)
		PSYCHOLOGIST CHIEF

		PSYCHOLOGIST MANAGER
		PSYCHOLOGIST SUPV
		PSYCHOLOGIST SUPV-MGT
		PSYCHOLOGIST-LICENSED
<b>131</b>	PUBLIC INFO & MEDIA PROF &	COMMUNICATIONS OFFICER
<b>Min</b>		COMMUNICATIONS SPECIALIST-ADV
		COMMUNICATIONS SPECIALIST-SENIOR
<b>049</b>	SCIENCE PROFESSIONALS & SUPV	ENVIR HEALTH SPEC
<b>Min</b>		ENVIR HEALTH SPEC-ADV
		ENVIR HEALTH SPEC-SENIOR
		ENVIRONMENTAL HEALTH SUPERVISOR
		EPIDEMIOLOGIST
		EPIDEMIOLOGIST-ADV
		PHARMACIST
		PHARMACIST SUPERVISOR
		PHARMACY PRACTICES CONSULTANT
		PUBLIC HEALTH SANITARIAN SUPV
		RESEARCH SCIENTIST
		RESEARCH SCIENTIST SUPERVISOR
<b>106</b>	TEACHERS/EDUCATION PROF &	EDUCATION DIRECTOR
<b>Min</b>		EDUCATION PROGRAM SPECIALIST
		PUBLIC HEALTH EDUCATION SUPERVISOR
		PUBLIC HEALTH EDUCATOR-ADV
		PUBLIC HEALTH EDUCATOR-SENIOR
		TEACHER
		TEACHER SUPERVISOR
<b>134</b>	TECHNICIANS - HEALTH CARE	DENTAL HYGIENIST
<b>Min/F</b>		

## JOB GROUPS BY CLASSIFICATION AND AA GROUP

**1 Northern Region****3 Eastern Region****5 Western Region****2 Central Region****4 Southern Region**

Region	Job Group Title	Class Title
<b>1</b>	<b>NORTHERN REGION</b>	
<b>187</b>	ADMINISTRATIVE SUPPORT –	PROGRAM ASSISTANT 3
		PROGRAM ASSISTANT 4
		PROGRAM ASSISTANT SUPERVISOR-ADV
<b>2</b>	<b>CENTRAL REGION</b>	
<b>187</b>	ADMINISTRATIVE SUPPORT -	ADMINISTRATIVE SUPPORT ASST
<b>Min</b>		CLIENT SERVICES ASSISTANT-OBJ
		HUMAN RESOURCES ASSISTANT
		HUMAN RESOURCES ASSISTANT-ADV
		LIBRARY SERVICES ASSISTANT-SENIOR
		LIBRARY SERVICES ASST-ADV/LEAD
		OFFENDER REGISTRAR
		PROGRAM ASSISTANT 3
		PROGRAM ASSISTANT 4
		PROGRAM ASSISTANT SUPERVISOR
		PROGRAM ASSISTANT SUPERVISOR-ADV
		PROGRAM ASSISTANT-ADV-CONF
		TEACHER ASSISTANT
<b>265</b>	CLEANING AND BUILDINGS -	BUILDINGS/GROUNDS SUPERINTENDENT
<b>Min/F</b>		BUILDINGS/GROUNDS SUPERVISOR
		CUSTODIAL SERVICES SUPV
<b>213</b>	CLERKS - SHIPPING, STORAGE,	STOCK CLERK
<b>Min</b>		STOREKEEPER
		STORES SUPERVISOR
<b>333</b>	CONSTRUCTION TRADES	BRICKLAYER & MASON
<b>Min/F</b>		CRAFTS WORKER SUPERVISOR
		ELECTRICIAN
		PAINTER
		PLUMBER
		WELDER
<b>200</b>	GENERAL CLERICAL OCCUPATIONS	DOCUMENT PRODUCTION ASST
<b>Min</b>		OFFENDER RECORDS ASSISTANT 1
		OFFENDER RECORDS ASSISTANT 3
		PROGRAM ASSISTANT 1
		PROGRAM ASSISTANT 2
		PROGRAM ASSISTANT-CONF

		SECRETARY CONF
<b>301 F</b>	MECHANICAL EQUIP, CONSTRUCT,	AUTOMOTIVE/EQUIPMENT TECH-MASTER
		FACILITIES REPAIR WORKER 1
		FACILITIES REPAIR WORKER 2
		FACILITIES REPAIR WORKER 3
		FACILITIES REPAIR WORKER 4
		MAINTENANCE MECHANIC 2
		MAINTENANCE MECHANIC 3
		MAINTENANCE SUPERVISOR
		HVAC/REFRIGERATION SPECIALIST
		LOCKSMITH-JOURNEY
<b>400 Min/F</b>	POWER PLANT OCCUPATIONS	POWER PLANT OPERATOR-IN CHARGE
		POWER PLANT OPERATOR-SENIOR
		POWER PLANT SUPERINTENDENT
<b>3</b>	<b>EASTERN REGION</b>	
<b>265 F</b>	CLEANING AND BUILDINGS -	CUSTODIAL SERVICES SUPV
<b>333 F</b>	CONSTRUCTION TRADES	CARPENTER
		CRAFTS WORKER SUPERVISOR
		ELECTRICIAN
		PAINTER
		PLUMBER
		STEAMFITTER
<b>253 Min</b>	FOOD PRODUCTION AND FOOD	BAKER 2
		COOK 1
		COOK 2
		FOOD SERVICE ADMINISTRATOR
		FOOD SERVICE ASSISTANT 1
		FOOD SERVICE ASSISTANT 2
		FOOD SERVICE MANAGER
<b>999 F</b>	GENERAL LABORERS	CUSTODIAN
		GARDENER
		GROUNDKEEPER
		MOTOR VEHICLE OPERATOR-HEAVY
		MOTOR VEHICLE OPERATOR-LIGHT
<b>301 F</b>	MECHANICAL EQUIP, CONSTRUCT,	FACILITIES REPAIR WORKER 3
		MAINTENANCE MECHANIC 3
		MECHANICIAN-JOURNEY
<b>400 Min/F</b>	POWER PLANT OCCUPATIONS	POWER PLANT OPERATOR-SENIOR
		POWER PLANT SUPERINTENDENT
<b>4</b>	<b>SOUTHERN REGION</b>	
<b>187 Min</b>	ADMINISTRATIVE SUPPORT -	ADMINISTRATIVE SUPPORT ASST
		EXEC STAFF ASSISTANT
		EXEC STAFF ASSISTANT SUPERVISOR
		HUMAN RESOURCES ASSISTANT
		HUMAN RESOURCES ASSISTANT-ADV



		LEGAL ASSISTANT-OBJ
		LEGAL SECRETARY-ADV
		LEGAL SUPPORT STAFF-CONF
		PROGRAM ASSISTANT 3
		PROGRAM ASSISTANT 4
		PROGRAM ASSISTANT SUPERVISOR
		PROGRAM ASSISTANT SUPERVISOR-ADV
		PROGRAM ASSISTANT-ADV-CONF
		RESEARCH TECHNICIAN 2
		RESEARCH TECHNICIAN 3
		RESEARCH TECHNICIAN 4
		TEACHER ASSISTANT
<b>265</b>	CLEANING AND BUILDINGS -	BUILDINGS/GROUNDS SUPERINTENDENT
<b>Min/F</b>		BUILDINGS/GROUNDS SUPERVISOR
		CUSTODIAL SERVICES PROG SUPV
<b>213</b>	CLERKS - SHIPPING, STORAGE,	MATERIAL REPROCSNG ASST-ENTRY
<b>F</b>		SHIPPING AND MAILING CLERK 2
		SHIPPING AND MAILING SUPERVISOR
		STOCK CLERK
		STOREKEEPER
		STORES SUPERVISOR
<b>333</b>	CONSTRUCTION TRADES	BRICKLAYER & MASON
<b>F</b>		CARPENTER
		CRAFTS WORKER SUPERVISOR
		ELECTRICIAN
		PAINTER
		PLUMBER
		WELDER
<b>253</b>	FOOD PRODUCTION AND FOOD	COOK 1
<b>F</b>		COOK 2
		FOOD PRODUCTION ASSISTANT
		FOOD RETAIL/CATERING LEADER 1
		FOOD SERVICE ADMINISTRATOR
		FOOD SERVICE ASSISTANT 1
		FOOD SERVICE ASSISTANT 2
		FOOD SERVICE MANAGER
<b>999</b>	GENERAL LABORERS	CUSTODIAN
<b>F</b>		CUSTODIAN LEAD
		GROUNDKEEPER
		LABORER
		LAUNDRY SERVICES SUPERVISOR
		LAUNDRY WORKER
		MOTOR VEHICLE OPERATOR-LIGHT
<b>301</b>	MECHANICAL EQUIP, CONSTRUCT,	AUTOMOTIVE/EQUIPMENT TECH-MASTER
<b>F</b>		FACILITIES REPAIR WORKER 1
		FACILITIES REPAIR WORKER 3
		FACILITIES REPAIR WORKER 4

		MAINTENANCE MECHANIC 3
		MAINTENANCE SUPERVISOR
<b>320 F</b>	MISCELLANEOUS MECHANICS,	HVAC/REFRIGERATION SPECIALIST LOCKSMITH-JOURNEY
<b>400 F</b>	POWER PLANT OCCUPATIONS	POWER PLANT OPERATOR-IN CHARGE POWER PLANT OPERATOR-SENIOR POWER PLANT SUPERINTENDENT
<b>5</b>	<b>WESTERN REGION</b>	
<b>187 Min</b>	ADMINISTRATIVE SUPPORT -	PROGRAM ASSISTANT 3 PROGRAM ASSISTANT 4 PROGRAM ASSISTANT SUPERVISOR-ADV
<b>213 Min/F</b>	CLERKS - SHIPPING, STORAGE,	STOREKEEPER
<b>333 Min/F</b>	CONSTRUCTION TRADES	ELECTRICIAN PAINTER PLUMBER
<b>253 Min</b>	FOOD PRODUCTION AND FOOD	COOK 2 FOOD SERVICE ADMINISTRATOR FOOD SERVICE ASSISTANT 2 FOOD SERVICE MANAGER
<b>200 Min</b>	GENERAL CLERICAL OCCUPATIONS	PROGRAM ASSISTANT 1 PROGRAM ASSISTANT 2
<b>999 F</b>	GENERAL LABORERS	CUSTODIAN GROUNDSKEEPER MOTOR VEHICLE OPERATOR-LIGHT
<b>301 Min/F</b>	MECHANICAL EQUIP, CONSTRUCT,	AUTOMOTIVE/EQUIPMENT TECH-SENIOR FACILITIES REPAIR WORKER 3 MAINTENANCE MECHANIC 3 MAINTENANCE SUPERVISOR
<b>400 Min/F</b>	POWER PLANT OCCUPATIONS	POWER PLANT OPERATOR-SENIOR POWER PLANT SUPERINTENDENT

[Attachment E](#)

Workforce Analysis Report by Classification

[Attachment F](#)

Workforce Analysis Report by Secondary Level

[Attachment G](#)

Permanent W-2 Positions